

**EXPLORATION OF CERTAIN RESULTANT  
IN WORK ORGANIZATIONAL DYNAMICS  
AN INDIAN EXPERIENCE**

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in Partial Fulfilment of the Requirements  
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**DOCTOR OF PHILOSOPHY**

*by*

**KAILASH BIHARI LAL SRIVASTAVA**

*to the*

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INDIAN INSTITUTE OF TECHNOLOGY KANPUR**

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C E R T I F I C A T E

It is certified that the work contained in the thesis entitled Exploration of certain resultant in work organizational dynamics "An Indian experience" by Kailash Bihari Lal Srivastava, has been carried out under my supervision and that this work has not been submitted elsewhere for a degree

*Arvind K. Sinha*

February, 1990

Arvind K Sinha  
Department of Humanities and  
Social Sciences  
Indian Institute of Technology  
Kanpur

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The study was conducted in an exploratory framework and focussed on the relationships between the variables divided into two categories labelled as the "antecedents" and the "consequence" or resultant. The former category comprised of the entrepreneurial orientation of the role incumbents, leadership style, climate, structure, and quality of work life. The latter category comprised of the variables of organizational effectiveness, personal effectiveness, job satisfaction, and organizational commitment. The labels as "antecedents" and "consequence" symbolized the scheme in a conceptual manner and not in actual or causal ways. The sample included 270 lower and upper level male executives from six private and five public sector work organizations of north and western India. Data collected through structured interview schedule, were analyzed using correlations coefficients, multiple regression analysis and t-ratio. The results suggested that variables included in the study could be treated as important in organizational dynamics. Most important was the insight that a multidimensional perspective, and western findings may not necessarily be usable in Indian setting. The knowledge gained through the study showing the precise relationship among the variables could be used by future researches and practicing managers for better understanding and improvement of organizational dynamics especially in Indian setting.



## SYNOPSIS

Name of Student Kailash Bihari Lal Srivastava Roll No 8320062

Degree for which submitted Ph D Department Humanities and Social Sciences

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Name of thesis supervisor Arvind K Sinha

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The study was about certain variables that might be considered to be of relevance in a work organizational setting, and which could be thought of as resultant of the organizational experience impinging upon the role incumbents. These variables were organizational effectiveness, personal effectiveness, job satisfaction, and organizational commitment.

The study included the variables of leadership style, climate, structure, and quality of work life as representatives of some of the major forces that constitute the domain of one's organizational experience. Additionally, an individual level variable, namely the entrepreneurial orientation was also included. Furthermore, two "structural" variables were included too, they were ownership (public or private), and hierarchical level of the role incumbent (lower and higher).

The study ended up relating the two categories of variable which were labelled as the "antecedents" and the "consequence" or resultant. This categorization was more conceptual than actual and no causal linkages were presumed for the purpose of the study. The "consequence" or resultant category would include organizational effectiveness, personal effectiveness, job satisfaction, and organizational commitment. The "antecedent"

category would include leadership style, climate, structure, quality of work life, and entrepreneurial orientation. The average amount of variation in the variables of "consequence" category as a function of ownership and hierarchy.

The nature of work was exploratory, owing to which no specific hypotheses were advanced. However, a number of research questions were raised, and could be answered to a fair extent. It may be pointed out that initially the study had begun with a relatively large number of variables, which was arranged in several sectors comprising the person's background, person's characteristics, organization's characteristics, organization level outcome, and person level outcome. Additionally, the initial research strategy was planned in a multivariate perspective. However, the obtained data pattern, after going through several statistical analytic steps, revealed that the multivariate approach could not be adhered to as well as several of the variables were not providing psychologically meaningful and interpretable results. Thus, it was decided to select the variables mentioned above (which appeared to be given somewhat acceptable results), and to go in for "unidimensional" questionnaire scores rather than multidimensional e.g., factor analysis etc.), which appeared to be giving relatively more psychologically meaningful and interpretable results in subsequent statistical analysis.

The sample consisted of 270 lower and upper level executives from six private and five public organizations located in Uttar Pradesh and Gujarat state of north and western India.

respectively. The organizations covered textile, chemical and fertilizers, and engineering industries. The data were collected through structured interview schedules. The data analysis technique included correlations, multiple regression analysis, and  $t$ -ratios. Although, it may be mentioned that, the earlier data analysis attempts were made using factor analysis as well but as mentioned earlier, the multidimensional approach led to a high level of confusion insofar as interpretation of data was concerned.

The results suggested that the variables included in the study could be important in organizational dynamics. The variables in the "antecedent" category seemed to have significant and meaningful relationships with the variables in the 'consequence' or resultant category. Besides, some resultant variables also seemed to be affected by the structural consideration of ownership of the organizations. However, of utmost value was the realization that at least some of the Indian samples could be so peculiarly culture specific as to render the western findings among similar variables doubtful. The multidimensional approach to data analysis almost useless.

Some implications of the study are (a) from the point of view of a researcher, a technically sophisticated multivariate approach may not always be a worthwhile stand to take. At times the data pattern and situational realities may warrant unidimensional univariate (or bivariate) conceptualizations and interpretations. (b) it was argued that the confusion in results arose primarily due to the fact that the executives in the sample

tended to perceive the reality in an Indian context, and hence the cross cultural and crosssituational differences may result in a pattern of results different from those expected on the basis of existing literature, but one should not hesitate in accepting the situation specific results and acting on the basis of them

(c) the specifics of organizational dynamics might differ depending upon whether the sample under consideration is private sector organizations, public sector organizations or a mixed one

Accordingly the decision makers may be advised to take a look at the specifics of the results and base their policy formulations keeping in mind the sectorial affiliations of the organizations they are dealing with, that is public, private or overall

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TO MY PARENTS

## TABLE OF CONTENTS

	Page
List of Tables	xv
List of Figures	xviii
List of Abbreviations and Symbols	xix
List of Appendixes	xx
Abstract	iii
Synopsis	iv
Chapter 1	
Introduction	1
The Conceptual Framework of the Study	11
An Overview of the Literature	15
Organizational Level Outcomes	15
Organizational effectiveness	15
A systemic model	18
Adaptive coping cycle	20
The SIVA model	20
The time dimensional model	21
The system resource approach	21
The goal approach	22
The multiple constituency approach	22
Some other approaches	22
The approach adhered to in the present study	26
Person Level Outcomes	28
Job performance or personal effectiveness	28
Organizational commitment	31
Job satisfaction	35



Person's Characteristic	40
Entrepreneurial orientation	40
Organizational Characteristics	43
Leadership style	43
Organizational climate	47
Organizational structure	51
Quality of working life	53
Levels of hierarchy	58
Ownership	52
Issues Under Investigation	62
Chapter 2	Method
Sample	63
Measures	63
Procedures	68
Chapter 3	Results and Discussion
Strength of Association of Organizational	80
Effectiveness as the Criterion, and Leadership Style,	
Organizational Climate, Quality of Working Life,	
Organizational Structure, and Entrepreneurial Orientation	
Perception of Organizational Effectiveness Differed on	90
an Average as a Function of Ownership, and Hierarchical	
Level	

Strength of Association of Personal Effectiveness of Job Performance as the Criterion, and Leadership Style, Organizational Climate, Quality of Working Life, Organizational Structure, and Entrepreneurial Orientation as the Predictors	93
Perception of Personal Effectiveness or Job Performance Differed on an Average as a Function of Ownership, and Hierarchical Level	98
Strength of Association of Organizational Commitment as the Criterion, and Leadership Style, Organizational Climate, Quality of Work Life, Organizational Structure, and Entrepreneurial Orientation as the Predictors	101
Perception of Organizational Commitment Differed on an Average as a Function of Ownership, and Hierarchical Level	106
Strength of Association of Job Satisfaction as the Criterion, and Leadership Style, Organizational Climate, Quality of Work Life, Organizational Structure, and Entrepreneurial Orientation as the Predictors	108
Perception of Job Satisfaction Differed on an Average as a Function of Ownership and Hierarchical Level	119
A comparative summary of the MRA results	121
Summary of the results based on the $t$ -test	129
The profiles of the less and more effective organization	130



## List of Tables

Table 1.	Summary of the Tool Characteristics	69
Table 2	Summary of Organizational Characteristics	71
Table 3	Summary of the Sample Characteristics	73
Table 4	Multiple Regression Analysis Results	83
	Incorporating Personal and Organizational Factors as Predictors and Organizational Effectiveness as the Criterion Variable for the Overall Sample	
Table 5	Means, Standard Deviations, Standardized Alpha Reliabilities of the Variables and Intercorrelations	85
Table 6	Multiple Regression Analysis Results	87
	Incorporating Personal and Organizational Factors as Predictors and Organizational Effectiveness as the Criterion Variable for Private Sector Organizations	
Table 7	Multiple Regression Analysis Results	88
	Incorporating Personal and Organizational Factors as Predictors and Organizational Effectiveness as the Criterion Variable for Public Sector Organizations	
Table 8	Results of <u>t</u> -test showing the Significance of Mean Differences Across Ownership and Hierarchical Level with Organizational Effectiveness as a Dependent Measure	92
Table 9	Multiple Regression Analysis Results	95
	Incorporating Personal and Organizational Factors as Predictors and Personal Effectiveness as the Criterion Variable for the Overall Sample	

Table 10	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Personal Effectiveness as the Criterion Variable for Public Sector Organizations	96
Table 11	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Personal Effectiveness as the Criterion Variable for Private Sector Organizations	97
Table 12	Results of $t$ -test Showing the Significance of Mean Differences Across Ownership and Hierarchical Level with Personal Effectiveness as a Dependent Measure	99
Table 13	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Organizational Commitment as the Criterion Variable for the Overall Sample	103
Table 14	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Organizational Commitment as the Criterion for Private Sector Organizations	104
Table 15	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Organizational Commitment as the Criterion Variable for Public Sector Organizations	105
Table 16	Results of $t$ -test Showing the Significance of Mean Differences Across Ownership and Hierarchical Level with Organizational Commitment as a Dependent Measure	107

Table 17	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Job Satisfaction as the Criterion Variable for Overall Sample	110
Table 18	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Job Satisfaction as the Criterion Variable for Public Sector Organizations	112
Table 19	Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Job Satisfaction as the Criterion Variable for Private Sector Organizations	113
Table 20	Results of $t$ -test Showing the Significance of Mean Differences Across Ownership and Hierarchical Level with Job Satisfaction as a Dependent Measure	120
Table 21	Comparative Summary of the Results Showing the Total Number of Times a Predictor Emerged Significant and Ranking the Predictor Variables	122
Table 22	Means and "Adjusted Means" of all the Variables for the Organization no 1 and Organization no 9 on Organizational Effectiveness	132
Table 23	Results Showing the Ranks of "Adjusted Means" of Variables Corresponding Private to Overall, Private and Public, and Public to Overall Sample Responses	137
Table 24	Results Showing at a Glance of all the Multiple Regression Analysis Results	142

## List of Figures

Figure 1	A tentative conceptual model	14
Figure 2	Katz and Khan's model of organizational effectiveness	19
Figure 3	A time dimensional model	21
Figure 4	Lawless's model of organizational effectiveness	24
Figure 5	Mean differences on significant variables differentiating organizations having lowest and highest magnitudes of effectiveness (refer to the list of abbreviations for meanings of abbreviations on vertical axis)	133

## List of Abbreviations and Symbols

ANOVA	Analysis of variance
b	Regression coefficient with score in raw score form
df	Degree of freedom
EO	Entrepreneurial orientation
F	F-coefficient resulting from the computation of analysis of variance
JS	Job satisfaction
LS	Leadership style
MRA	Multiple regression analysis
N	Number of respondents
n ach	Need for achievement
OCm	Organizational commitment
OC	Organizational climate
OE	Organizational climate
OS	Organizational structure
p	Probability level
PE	Personal effectiveness
QWL	Quality of working life
R	Multiple correlation coefficient
r	Product moment correlation coefficient
rho	Rank order correlation coefficient
t	t-ratio resulting from the computation of mean differences



## List of Appendixes

## Appendix A

## Measures Used in the Study

Form 1	Entrepreneurial orientation questionnaire	171
Form 2	Leadership style questionnaire	172
Form 3.	Organizational climate questionnaire	174
Form 4	Organizational structure questionnaire	176
Form 5	Quality of working life	178
Form 6	Organizational effectiveness questionnaire	182
Form 7	Personal effectiveness questionnaire	182
Form 8	Organizational commitment questionnaire	183
Form 9	Job satisfaction questionnaire	183

## Appendix B

## Summary of Item Analysis Results

Table B1	Item analysis of entrepreneurial orientation questionnaire	185
Table B2	Item analysis of leadership style questionnaire	186
Table B3	Item analysis of organizational climate questionnaire	187
Table B4	Item analysis of organizational structure questionnaire	190
Table B5	Item analysis of quality of working life questionnaire	191
Table B6	Item analysis of organizational effectiveness questionnaire	200

Table B7	Item analysis of personal effectiveness questionnaire	201
Table B8	Item analysis of organizational commitment questionnaire	202
Table B9	Item analysis of job satisfaction questionnaire	203

## Appendix C

### Intercorrelation Among Variables

Table C1	Means, standard deviation, and intercorrelations among independent and dependent variables for private sector organizations	204
Table C2	Means, standard deviation, and intercorrelations among independent and dependent variables for public sector organizations	205

## Chapter 1

### Introduction

While performance at a level designed and preconceived by the dominant coalition just in order to maintain the status quo of the organization may be barely sufficient for survival, there is no denying the fact that the continued growth, survival, and diversification requires much more than the maintenance of just the status quo. It is in this context that the concept of effectiveness is differentiated from that of efficiency (just the input-out ratio), and some of the recent jargons like creativity, innovation, excellence, and quality consciousness are brought into the picture making up for the today's organizational scenario.

There is also no denying the fact that the literature in the area of organizational behavior and human relations management has been overloaded by a plethora of concepts, constructs, models, and prescriptions that are supposed to be the panacea for most of the organizations' problems if not for all of them. However, a closer look at the upcoming literature would tend to reveal that it is fraught with internal contradiction especially if one takes into account the cultural references wherefrom the streaks of wisdom in management theory and practice originate. There is also a growing acceptance of the variations across cultural realities, and one can hardly dispute the fact that India happens to be one of the oldest cultures which has been

assimilating several other cultures in its own realm of existence. For past several decades India has witnessed internal turmoils, external invasions, attempt to dorment its cultural legacies and yet somehow has been able to survive almost unscathed despite the seemingly heavy price that it had to pay toward attainment of its freedom.

Sofaras the organizational endeavours are concerned the societal structure and the cultural pattern of India has not been particularly conducive to the organizations or the organized sector enterprises. One may of course argue that some forms of organizations did exist in the forms of military organizations and Buddhist monastries. Nevertheless, work organizations were practically non-existent. People did work, but not in organizations. Work was their individual enterprise. They were not bound with the organizational norms, requirements, ethos of the organizations, and survival and growth. Clearly, working alone and working with the organizational membership are two different propositions.

In India, the organized sector came into advent only with the arrival of Britishers, who through the East India Company, rail-road constructions, and coal mines had inculcated the idea of organizational functioning. While the Britishers contributed to modernization by floating the idea of organizational endeavours, they also exploited the able Indians by not letting them become either the ultimate owners or top chairpersons of the really big enterprises. It has only been about forty years or so that India became

independent, though the conflicting legacies left by the last rulers namely the British has had kept tormenting the Indian society on more than one counts. There was Hindu--Muslim animosities, and there were caste differences. So in brief, the society progressed but the contribution of organized sector was less than desirable. What is meant to say is that there were individuals who did produce a few things, there were even small groups of people who were bound by caste, class, religious, regional or traditional affiliations, and they also produced a few things. The production of handloom textiles, potteries, handicraft items, and even some metallic instruments would come into the category of such productions. Apparently the structure, function, and dynamics of the perceived work situation by a role incumbent would be likely to be different from pre-industrial to post-industrial through industrial societies. The situation is made all the more complex by the specifics of the societal peculiarities and cultural references.

In all fairness, probably very little is known regarding the interaction of individual--society and cultural interactions, but it should not be hard to see that similar constructs may be operationalized in different terms by different sets of people, and may even have differential ramifications and relationships in terms of interplay between variables. As has been mentioned above, it is only recently that the advent of organized sector on an egalitarian pattern has taken place in India. In the last couple of hundred

years, especially until about 40 years ago, either the Indian people had served as servants to the alien rulers, or may be when the Indians became the masters of their own destiny, it was the bunch of second liners or practically those who could in some sense be equated with office superintendents became the "managers" of the organizations. These managers again furthered the style of functioning of their alien masters and became instrumental in maintaining a continuity, or became interested in their own well being rather than that of mostly the organizations' or in the societal well being.

Thus, what we have had as the managers was more or less a bunch of people who had very little understanding of "professional management". It is precisely for this reason that the Indian managers are probably very different from the managers found in any other society comparable to India in terms of growth. This also may be the reason why Indian enterprises do not seem to be working well except in cases where they operate in somewhat monopolistic circumstances. The wisdom of management imported from the west combined with the wisdom presumably grown in our own soil, and with addition of the ever changing governmental policies and priorities, gives rise to a situation which is rather peculiar and difficult to comprehend and digest. It would be much more difficult to understand for those who are not fully famillier with the Indian setting of work.

According to what is supposed to have been observed, Indians are characterised by a number of things, and they

probably also are in need of a lot many things. Indians, one is told, have a number of peculiar values including dependence proneness, aram values, preference for show-off, preference for personalized relationship, preference for exerting power by giving, brahminical values, and lack of commitment. They are also supposed to be authoritarian (Sinha, 1980). Meanwhile, a number of fancy management concepts have started pouring in that include participative management, a number of contingency leadership theories, quality circles, sensitivity training, encounter groups, Japanese management systems, and "theory - Z" (Ouchi, 1981) management system. And of course, from our own Indian soil formulations like the nurturant-task leadership, and even some formulations based on ancient Indian wisdom consisting of concepts like chitta, vyritti, aham, and Gunas have come into existence or "reincarnation". The major concern that remains is that conclusive results based on any one of the above formulations are still awaited.

The point being made is that the present investigator feels that while one may choose to use the same variables that are being used elsewhere in order to understand the organizational dynamics of the Indian organizations as well, since the "operationalizations" of those variables in the minds of Indian role incumbents are likely not to be the same, therefore the pattern of relationship among the variables found elsewhere may not be reobtained in Indian setting. Additionally, the underlying dimensions of a construct may

also be either different or psychologically difficult to interpret because the very meaning of those constructs have not yet crystallized in the minds of the role incumbents who are manning most of the work organizations at this time point. Of course, exceptions could be there, but for majority of the people, the very meaning of the organizationally relevant variables may be different. For instance in the present study itself, there were five broad 'independent' variables and four 'dependent' variables that were included in this study. The independent variables comprised entrepreneurial orientation, leadership style, quality of working life, organizational climate, and organizational structure. The dependent variable comprised job satisfaction, job performance, organizational effectiveness, and organizational commitment. As would be detailed later on, the factor analytic technique which has so widely been used in behavioural science research, yielded factors which were highly confusing and psychologically difficult to interpret. An interpretation of course could be that not only the broad constructs, but also the dimensions thereof exist in a rather unclear form in the minds of the respondent, however, the idea would need further testing. Besides, looking at the the list of so called independent and dependent variables, one might infer that an average Indian role incumbent can afford to dispense with the entrepreneurial orientation as the rewards are supposed to be contingent upon criteria other than performance. So far leadership style is concerned, it is widely believed that "flogging" is probably



the only method that works if one is supposed to be "leading" a group toward performance. On the other hand, the constructs like quality of working life, organizational climate, and organizational structure may be likely to be believed to be good by many a role incumbent if the whole set up provides for the utmost reward without any performance.

Similar may be the plight of the so called dependent variables. Theoretically at least, one may feel satisfied with the job if there is no job at all to do. The sense of personal effectiveness may be heightened if one can do things just by thinking and not exactly by doing. Organizational effectiveness may hardly be a matter of concern because of the myopic vision of the ramifications of it. Similarly organizational commitment may also be a non-issue because people may be concerned more toward themselves, their family, their social status, and even the security and status of their future generations.

Howsoever dismal the whole scenario may appear to be but this is the kind of experience one gets by exploring the Indian realities prevailing in the work organizations. The idea undoubtedly would need several checkings and recheckings but having explored some of the available work organizations in more or less their totality, it is the conviction of the present investigator that the variables acquire special meanings in Indian setting and hence can be appreciated only by people who have thorough exposure to the Indian culture, traditions, and work patterns.

Keeping this realization in view, in this research endeavour the investigator has been particular about the very facts of the society. The variables that have been selected for the purpose of the study were operationalized with a view that there would be some variation in the meaning of a construct or a concept in Indian context. So this work would be likely to have more relevance for Indian organizations. The reasons that may be given are following.

First of all, if one looks at the need structure of people working in Indian organization, one may realize that it is different from that of their counterparts in the developed countries. Any individual working in a organization would like to feel that his or her needs will be served by the organization to a considerable extent in which he works. There are basically two types of needs, (a) basic physiological needs (primary needs), and (b) social psychological needs. Physiological needs are universal among people, though they may differ in intensity. When physiological needs are fulfilled, people want to fulfil their other higher order needs. In a developing society like ours much of the behavior engaged in might tend to be directed toward satisfying physiological and safety needs. The reasons behind may include acute poverty, high rate of unemployment, and a big disparity between the poor and the rich.

Second reason may be the reported aspects of the social-cultural values. Kakkar (1971) talks about the 'dominance of parental ideology' in Indian organizations. He further tells

that people consolidate their identity needs around techno-occupational features. Indian culture is also made out to be authoritarian (Meads, 1967, Myers, 1960). Two important constructs in this regard are behavioral rigidity and external factors. The behavioral rigidity would include structured interpersonal style, power loving people, discipline oriented, and demand positions. External factors like anxiety, insecurity, cynicism, ego-alien sexuality etc are also supposed to affect people's working style in Indian setting.

Sinha (1980) has presented a review of Indian values and related characteristics. Sinha contended that in general, people have a lack of commitment. There is a lack of punctuality, they do not bother about the product quality and services, and lack purposiveness in day-to-day activities. They give preference to personalized relationship which gets priority over office-hours, duties, responsibility and even money. People have a strong tendency to seek support and help, and protection from superiors in return for compliance and unconditional loyalty. They prefer to take rest instead of working and this rest and relaxation is combined with a tendency to escape from responsibility. They believe in show-off even at the cost of essentials.

Third reason may be in occupational values of managers and managerial beliefs toward work in India. Studies have shown that Indian managers have a greater preference for freedom for supervision and subordination. They are more authoritarian in nature. They are predominantly characterized

by the bureaucratic style, and there is an absence of clear cut choice and direction in the managerial behavior pattern (Sinha, p , 1979)

The requirement of an effective work unit consisting of the individual, organization, and the social environment have undergone change over the number of years that have gone by since the inception of the organized sector of social organizations. Two components seem to be of importance. The personnel and the organization as a whole. The question becomes one of striking an optimal balance between the needs of the workers, their aspirations, and entities that can be provided to and taken out of the workers on the part of the organizations. Of course, the third dimension of the social context will have its own value within the envelope of which the structure and dynamics of the organizational scenario is enacted.

Starting from the human engineering movement to the human relations movement and reaching up to the human resources concept of management, it has been realized that the motivating factors toward an effective job performance may vary across culture and time.

In summary then, there seems to be reason enough to treat the Indian work organizational setting in a manner different from the other settings. Besides, it also needs to be realised that these were some of the considerations that guided the course that the research had taken and also, to some extent, the variables that were included in the conceptual

scheme described below

### The Conceptual Framework of the Study

The conceptualization of the framework of the study was done at two levels. That is, the initial conceptualization, and the one retained for completion of study, differed substantially on a number of points.

The initial conceptualization included a number of person and organization related variables as well as the person and organization related outcomes. A variety of variables were included so as to have the maximum possible insight into the resultant of organizational dynamics in an Indian setting. The variables included were quality of working life, organizational commitment, alienation, organizational structure, intent to quit, values, leadership style, organizational climate, need structure, strain, personal effectiveness or job performance, organizational effectiveness, job satisfaction, entrepreneurial orientation, personality, and biographical information. These variables were arranged in the sectors representing (a) the person's background, (b) person's characteristics, (c) organization's characteristics, (d) organization level outcome, and (e) person level outcomes. The data were collected and an attempt was made to use the data in a multivariate perspective. Hence multivariate statistical procedures like factor analysis, canonical correlations etc were employed. However, although one can never be sure, but perhaps due to the lack of clarity with which the Indian executives tend to view the work setting

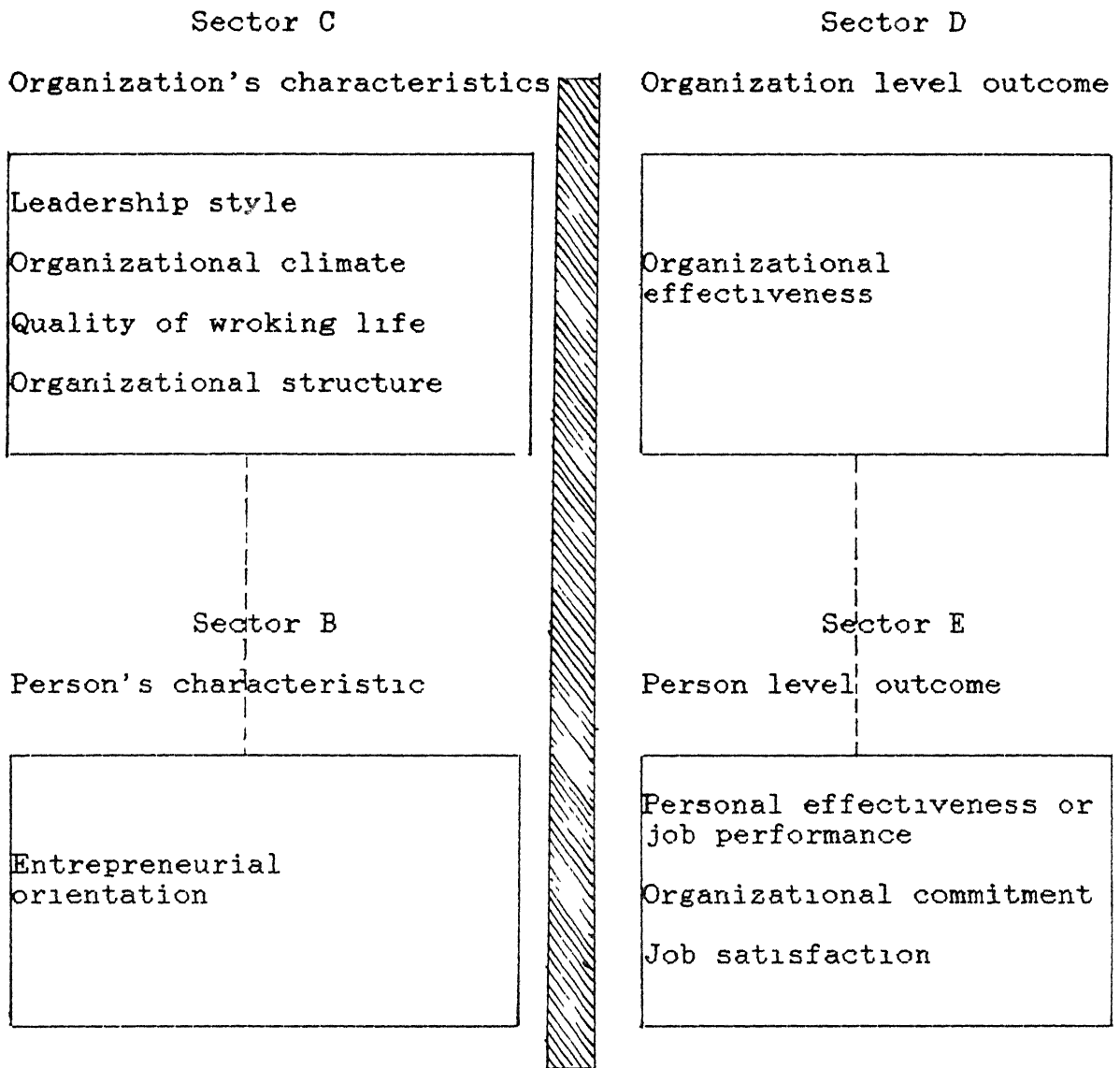
and the variables associated with it, might be one of the reasons that the analyses yielded a pattern of relationships that was difficult to interpret in terms of behavioral science and especially the psychological perspective. This left the investigator with no alternative but to go in for less number of variables and take a relatively undimensional view of a select number of variables that could finally be retained in the study, and yet could give rise to the results that were not entirely beyond comprehension and explanation. This led to the later stage of conceptual scheme.

At the later stage or the second level of conceptual schematization, it was realized that not all the variables with which the study had begun, could be kept. Neither it seemed feasible to adhere to the factor analytic stand. Hence the questionnaires were treated as if they were measuring unidimensional constructs, and the variables that seemed to be giving meaningful results were retained, of course the variables were considerably reduced in terms of number. Nevertheless, an attempt was made to retain four of the five earlier mentioned sectors. Thus the sector b, that is, person's characteristic comprised intreprenurial orientation, sector c, that is, organization's characteristics comprised four variables, namely leadership style, organizational climate, quality of working life, and organizational structure, sector d, that is, organization level outcome consisted of only one variable, namely organizational effectiveness, and lastly sector e, that is,

person level outcomes comprised three variables, namely personal effectiveness or job performance, organizational commitment, and job satisfaction.

In general, it is acknowledged that all these four sectors can be related in specific ways. However, in this study, owing to the constraints posed by the nature of data, and lack of sophisticated computational facilities at the time the work was being completed, it was planned to treat the variables constituting the sectors b and c together, and again the variables constituting sectors d and e together. In other words, the variables constituting sectors b and c were conceived of as the "antecedent" or independent variables, and the variables constituting sectors d and e were considered to be the "consequence" or the dependent variables. Basically it was planned to examine the relationships between the "antecedent" variables and the "consequent" variables within the limitations that the investigator had. Essentially bivariate correlations and multiple regression analysis were planned to be used to see the strength of association between the "antecedent" and "consequence" variable. A schematic representation is presented in figure 1.

Having drawn a brief sketch of some of the realities in the Indian management scenario that an average person feels "convinced" about, a move is now made to present the components of this study in the existing perspectives. The description of the variables would be made which appear in the figure 1. That is, first the variables in sector d would be



**Figure 1** A tentative conceptual model .



sequentially described, then those in sectors e, c, and b  
The descriptions follow

### An Overview of the Literature

#### Organizational Level Outcomes

Organizational effectiveness The concept of organizational effectiveness, have caught the attention of management people experts and behavioral scientists, and is repeatedly encountered in the literature Despite the 30 years of intensified research and theorization, the answers to the question of what actually is involved in or constitutes the concept of effectiveness, is mostly inadequate (Steers, 1975) In fact, quite a few serious attempts have been made to explain the construct either theoretically or empirically

The concept of effectiveness is still in early stages of development Effectiveness sometimes is used as synonym for efficiency, but these two are distinct concepts Drucker (1973) notes that effectiveness is the foundation of success whereas efficiency is the minimum condition for survival after success Efficiency is concerned with doing things right Effectiveness is doing the right things Etzioni (1976) making a similar distinction tells that effectiveness of a specific organization is determined by the degree to which it realizes its goal and the efficiency of an organization is measured by the amount of resources used to produce a unit of output Katz and Kahn (1978) by providing a more viable and useful perspective put forward the view that efficiency is the ratio of energetic input to energetic output They define

organizational effectiveness as the extent to which all forms of energetic return to the organization are maximized

Effectiveness, as mentioned above, includes productivity, and quality of management efficiency with which it utilizes its resources in terms of money, material, and manpower. A number of views have been suggested in the literature to size up the problem of effectiveness (organizational as well as personal), and to provide certain criteria for its measurement. Many univariate and multivariate models exist in the literature (Cameron & Whitten, 1983), but there is no consensus among researchers about the conceptualization of the construct effectiveness. The most widely used models are goal model (Bludorn, 1980, Price, 1972), system resource model (Yuchtman & Seashore, 1967), the internal process or maintenance model (Bennis, 1966, Nadler & Tushman, 1980), multiple-constituencies approach (Connolly, Conlon, & Deutsch, 1980, Pfeffer & Salancik, 1978)

Each of these models has taken a different perspective in assessing organizational effectiveness, different criterion to evaluate effectiveness, and the construct space of effectiveness has never been bounded. So one cannot accept the same criterion in assessment of effectiveness as part of different models. One has to select those criteria that can be measured reliably, have some theoretical utility, and are related to the performance of the organization. Different criteria are to be used for the assessment of organizational effectiveness, because organizations vary in their products,

goals, structure, and technology. As mentioned above, many models exist in the literature. Some models focus their attention exclusively on such variables as profit, productivity or any other variable (Goodman, 1979, Pennings, 1975). Some other models subscribe to unidimensional or univariate thinking, meaning that they use only one indicator of effectiveness. Several other models however, exist that have used many indicators or criteria and may be termed as multivariate models. They are more comprehensive in nature, and account for a greater proportion of the variance in the effectiveness. A brief description of these two types of models follows.

Thorndike (1949) measured effectiveness using some ultimate criterion such as productivity, net profit or organizational growth and stability. In a recent review Campbell (1977) listed many variables used by researchers to measure effectiveness such as overall performance, productivity, employee satisfaction, profit, and withdrawal. But the usefulness of these univariate models for the study of organizational effectiveness has been questioned on several grounds. They are the followings. First, that one measure of effectiveness cannot be a suitable measure representing only one aspect of the total construct, inspite of whatever importance that particular variable might have. Second is that one criterion used by researchers may represent an expression of his or her own value premises, instead of objective measure and finally when there is a large number of

variables that may contribute to effectiveness, there is little reason to believe that one particular variable by itself will have a strong effect (Boswell, 1973)

More useful approaches to the study of effectiveness would be those wherein more than one variable were taken into account and attempts were made to see the relationship between these variables and its influence on organizational effectiveness. The Models that are prominent, would include the following ones

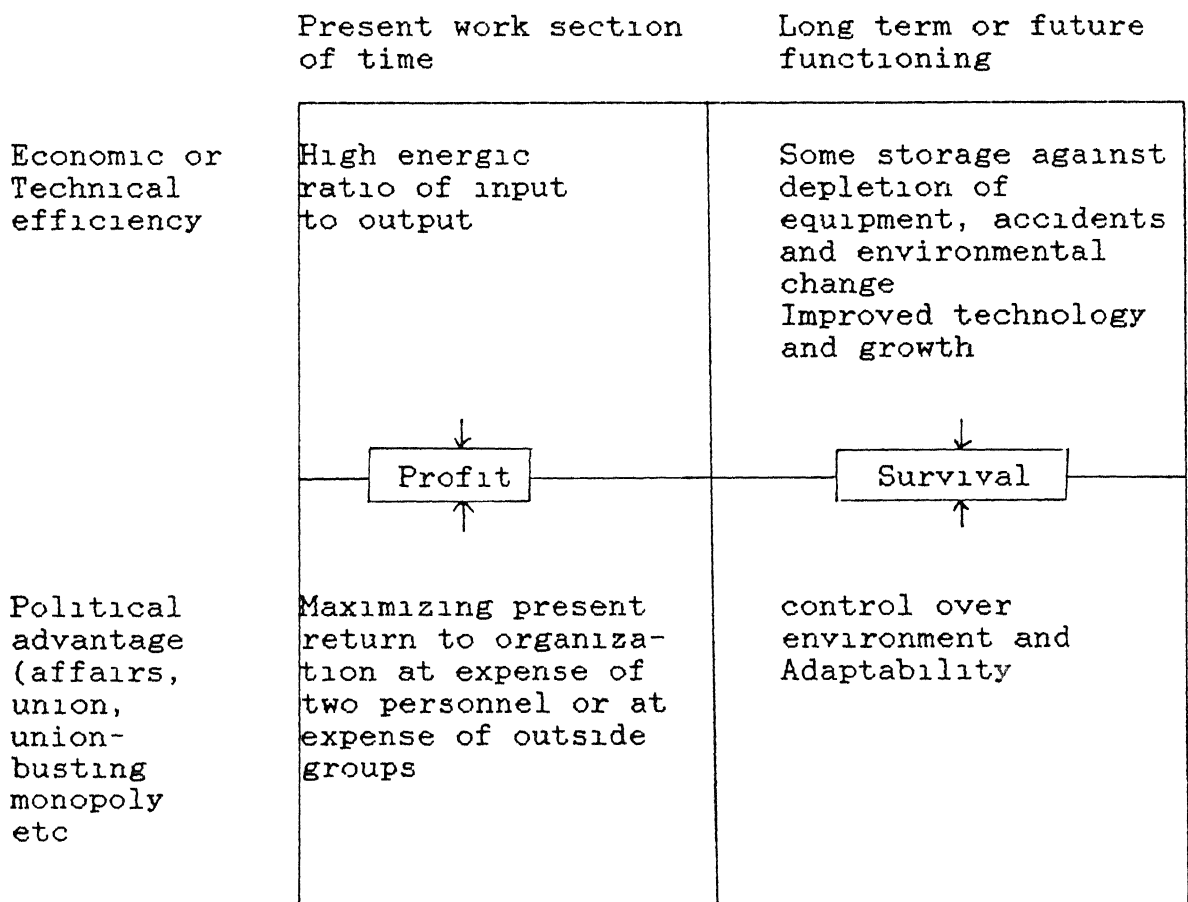
- 1 A systemic model of organizational effectiveness (Katz & Kahn, 1978)
- 2 The adaptive coping cycle (Schein, 1970)
- 3 The SIVA (Stability, Integration, Voluntarism, and Achievement) model (Caplow, 1964)
- 4 The time dimension model (Gibson, 1976)
- 5 The system resources approach (Yuchtman & Seashore, 1967)
- 6 The goal model (Price, 1972, Bluedorn, 1980)
- 7 The multiple constituency approach (Pfeffer & Salancik, 1978, Conolly et al , 1980).

A brief description of each of these models follow

**A systemic model** This model developed by Katz & Kahn (1978) exemplifies the system concept of organizational effectiveness. Organizations, being an open system import energy from the environment and then transform into some product form, and again export that to the environment. This cycle goes on. When organization increases its efficiency,

its effectiveness also may be likely to increase in many cases. Political effectiveness is also a significant part of the model and it consists of advantageous transactions with various outside agencies and groups, and with members of the organization as well. Increases in effectiveness by both means would result in a better organizational growth, endurance, and survival of the organizational. So organizational effectiveness may be understood as the maximization of return to the organization by all means.

The Katz and Kahn's model of effectiveness may be represented as in the figure 2



**Figure 2** Katz and Kahn's model of organizational effectiveness

Adaptive coping cycle Schien (1970) conceives of organizational effectiveness in terms of an adaptive - coping cycle. He explains that the sequence of activities or processes which begin with some change in some part of the internal or external environment and end with a more adaptive dynamic equilibrium for dealing with the change is the organizations adaptive - coping cycle.

According to him effectiveness hinges upon good communication, flexibility, creativity, and genuine psychological commitment and this can be obtained by (1) recruitment, selection, and socialization practice, (ii) more realistic psychological relationship, (iii) more effective action group, (iv) redesigning organizational structure, and (v) better leadership in terms of the activities of goal setting and value definition.

The SIVA model Caplow (1964) has advanced a highly conceptual view of organizational effectiveness, the SIVA model. This model accounts for the four variables, namely stability, integration, voluntarism, and achievement. Stability is a measure of organization's ability to conserve or increase the status of its positions. Integration is a measure of total volume of interaction among its positions. Voluntarism measures organization's ability to provide for the satisfaction of individuals and to evoke desire on their part to continue their membership. Achievement is related with the net result of the organization's activity.

**The time dimension model** This model was developed by Gibson, Ivancevich and Donnelly (1976), and is based on the system concept of the organization. This model emphasizes the time dimension. According to this model effectiveness depends upon the optimal balance of organizational performance over time and achieving the proper relationship among the criteria within a given time period. The criteria specified are production, efficiency, satisfaction, adaptiveness, development, and survival in short range, mid range, or long range criteria. This is represented in the figure 3

TIME	Short-range	Mid-range	Long-range
	!-----!-----!----->		
Criteria	•Production	•Adaptiveness	•Survival
	•Efficiency	•Development	
	•Satisfaction		

**Figure 3** A time dimensional model of organizational effectiveness

**The system resource approach.** This model was developed by Yuchtman and Seashore (1967), who define the effectiveness of an organization "in terms of its bargaining position, as reflected in the ability of the organization, in either absolute or relative terms, to exploit its environment in the acquisition of valued resources". They define resources as the "generalized means, or facilities, that are potentially controllable by social organizations and that are usable however indirectly in

relationships between the organization and its environment (p 900).

**The goal approach** The goal model employs that there are definable purposes or goals, and effectiveness of the organizations can be represented by attainment of these goals. This approach views organization as an entity to serve the purpose of the key influentials, including owners, managers etc, who have some power (Price, 1972)

**The multiple constituency approach** This approach views effectiveness as a set of several statements each reflecting the evaluative criteria applied by the various constituencies involved to a greater or lesser degree with the focal organization (Conolly, Conlon & Deutsch, 1980). This approach assumes that different constituencies will form different assessment of its effectiveness

**Some other approaches.** Apart from these models various other models also have been discussed in the literature. Pennings and Goodman (1977) have reviewed the organizational effectiveness literature and developed a framework for research and theory building. They contend that "organizations are effective if relevant constraints can be satisfied and if organizational results approximate or exceed a set of referants or standards". They also proposed additional issues in their framework for exploration in organizational effectiveness research. These were efficiency, time-frame, constituencies, and levels



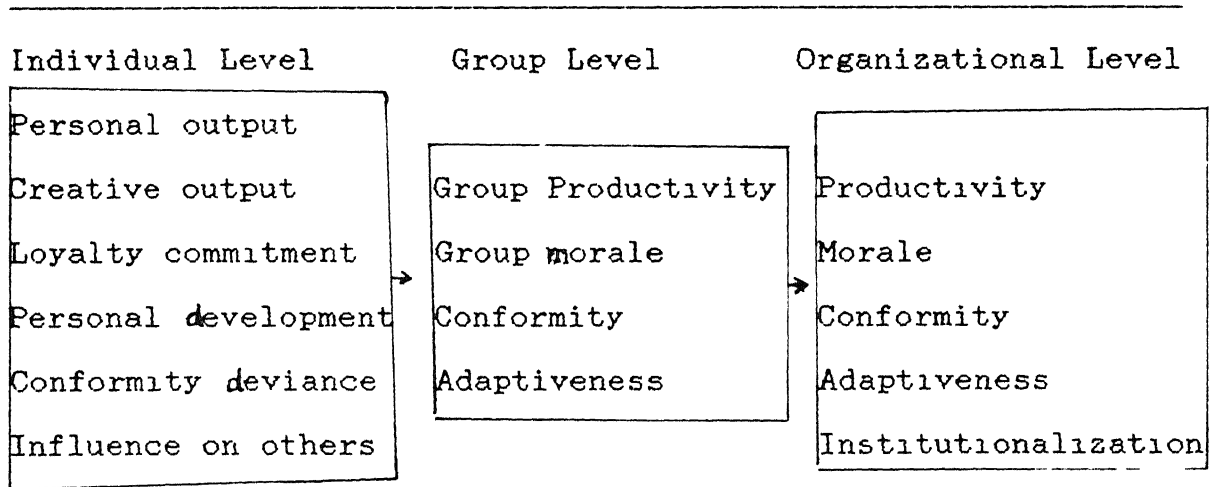
Another model proposed by Kilman and Harden (1976) was based on Jung's (1923) theory of psychological types. According to them organizational effectiveness criteria consists of four goal categories for business organizations. They are internal and external effectiveness, and internal and external efficiency respectively. Overall effectiveness is a multiplicative function of the four components. But it may have dangerous implications because zero effectiveness in any component would render an existing organization totally ineffective. This model has been tested empirically by Hoy and Hellriegel (1981) who found results inconsistent for the support of the model.

The Parsons' (1959) model of effectiveness was based on a scheme of classifying functions in societal systems, and is referred as the A.G I L. model. AGIL stands for adaptation, goal attainment, integration, and latent pattern maintenance. To be effective, an organization must accomplish these four tasks.

Lawless (1972) has developed a highly differentiated conceptual model characterizing levels of effectiveness within the total organization based on McGregor's (1960) characteristics of effective groups. According to this model individual effectiveness determines group effectiveness, which in turn determines organizational effectiveness. In his hierarchy of effectiveness "variables influencing effectiveness at the organizational level are influenced directly and indirectly by variables at the level of

individual and the group The effective organization is built of effective individuals who work effectively in groups This model is illustrated in figure 4

#### Level of Effectiveness



**Figure 4** Lawless's model of organizational effectiveness

The principal emphasis in this model is on social effectiveness, which, if achieved at the individual and group level, will presumably result in higher level of performance at the organizational level

Some other investigators (Bennis, 1966, Friedlander & Pickle, 1968) view effectiveness as a state which organizations strive to attain, thus, when an organization acquires certain characteristics (For example, high productivity, low turnover, and so on), it becomes effective

An intensive analysis of most of the recent researches on effectiveness would be likely to reveal that there is no single 'final' model or theory of effectiveness The classic

literature examines effectiveness in terms of goals, system, process etc. Different models reflect different ideologies, and probably do not provide a well specified and comprehensive model of effectiveness. Most of them are tentative and loosely constructed conceptualization of effectiveness. In the absence of a strong theory, which can test a definite set of hypotheses, ongoing empirical work is atheoretical and non-cumulative.

However, two classes of effectiveness studies have evolved. Outcome studies (Yuchtman & Seashore, 1967, Cameron, 1978) having its primary attention on dependent variable space, and determinant studies (Glisson & Martin, 1979, Khandwala, 1973) having its focus on independent variable. Hence, rather than continuing with attempts to test general theories of effectiveness, we need to concentrate on studies of specific organizational outcomes. Scott (1977) arguing at this point says that there is no need to seek explanation of effectiveness in general, since it is not clear as to what the concept refers. Attempts should be made to develop and test more precise predictions relating the measures of effectiveness to the features of organization.

Issue of effectiveness is indeed a complex one, while many of the models discussed above have contributed significantly toward a clear understanding of the basic issues involved, much remains to be done before effectiveness construct can be usefully employed by researchers and managers in organizational setting. Conceptual richness at theory

formulation level may be worthwhile and attractive, but the problems of operationalization, methodology, and empirical validation become almost inevitable

More recently, humanistic approaches to the studies of effectiveness emerged, resulting an expansion of person related variables, such as need fulfillment, and satisfaction

A wide variety of organizational theorists have defined effectiveness as a multifaceted concept. This perspective is reflected in problem solving perspective (e g , Cameron, 1978, Georgopolous & Tannenbaum, 1957, Goodman & Pennings, 1977, Katz & Kahn, 1978)

The approach adhered to in the present study. The present study has followed the problem solving perspective developed by Georgopolous (1970). He has worked out a scheme for assessment and description of work organizations based on the idea that all organizations share a small number of "basic problems", that must be continuously solved (i.e., managed) for the organizations to be effective. Though these problems relate to work efficiency and output, all of them such as coordination and strain control present an image of the organization as a self maintaining system in dynamic equilibrium within an environment. Sutton and Ford (1982) used the framework developed by Georgopolous and Tannenbaum (1957). Organizational subunits are problem facing open systems that must solve a set of generic problems. Each of these problem must be solved on continuous basis to assure the system's survival and growth. This definition was derived

from the theory and research using different open systems models of effectiveness (e g., Katz & Kahn, 1978, Yutchman & Seashore, 1967) However, it is very difficult to measure long term survival and growth for the purpose of research in organization, because it is simply too costly and time consuming (Aldrich & Pfeffer, 1976), and also it is very difficult to measure organizational performance when the measure does not meet the objective criterion of the performance such as profit of the organization, sales, and production etc . Considering these problems, the measure taken in this study was the subjective one incorporating individual's assessment about the performance It may not be an accurate index of effectiveness yet there are certain criteria which, if met, can predict about organizational performance such as adaptation, goal attainment, integration, and tension management (Parsons, Bales & Shils, 1953) in problem solving perspective Individuals can assess their organizations on these criteria and "organizational effectiveness" score may be obtained through summated individual ratings. There definitely are problems associated with this kind of approach But then none of the above mentioned approaches appear to be completely trouble free Besides, works like the present one are usually constrained by lack of time and resources and hence a combination of various approaches in a more comprehensive form could not be feasible However, there may not be much harm in treating such a score

to be a representative of the perceived organizational effectiveness

### Person level outcomes

Job performance or personal effectiveness. Personal effectiveness is defined as an ability to solve four system problems. These problems are adaptation, goal attainment, integration, and latency. It also refers to an ability to perform the job effectively (Sutton & Ford, 1982)

An individual in organization is said to be high performer if he or she accomplishes his or her job successfully, that is assigned to him. It is difficult to measure the performance of an individual in an objective and quantifiable manner. There may be other indicators of job performance such as profit of an unit, company, products etc. But they are not accurate indicators, because some unaccounted factors also might affect these criteria.

Job performance - satisfaction relation is a complex one. It can be said that employees who are satisfied, would perform in a better way. There is a positive relationship between commitment and performance. Those people who have high levels of commitment, accept the demand of the organization for higher production resulting in high levels of performance and task completion (Etzioni, 1975)

Dimensions of structure such as specialization, formalization, and centralization are related with job performance. Specialization or the division of work have a very important role in the efforts to achieve high

performance Dalton, Todor, and Spendolini (1980) concluded that due to lack of hard performance criteria, one cannot establish clear relationship between specialization and performance Child (1975) found that poor performance is related with less staff specialization, formalization, and less developed systems of procedures. Decentralization is positively related with performance (Child, 1976), but Pennings (1976) and Luke, Davey and Averch (1973) found a negative relationship between them Thus, one can see that there is a lack of clarity between structure - performance relationships Routamaa (1981) in his study showed that positive relationship exists between specialization and performance According to him size also has to be taken into consideration while studying structure - performance relationship Brass (1985) found that there is a significant relationship between job characteristics and performance He found that autonomy and skill variety are two important factors necessary in order to perform well when faced with technological uncertainty

Leadership style is also an important factor which influences job performance Stogdill (1974) examined the relationship between leadership style and job performance and concluded that considering employee welfare and contributions and delegating them to authority does not necessarily result in higher performance

Researches have shown that climate has significant influence on performance (Fredrickson, 1966, Kaczka & Kirk,

1968) Fredrickson (1966) reported that innovative climate would yield greater productivity.

Litwin and Stringer (1968) found that achievement oriented climate was most productive whereas democratic and friendly climate produced higher work satisfaction Pritchard and Karasick (1973) related several organizational climate dimensions with individual job performance Only two aspects of climate, namely, level of rewards and achievement were positively related with performance

In India there are only a few studies that included the performance aspect (Sinha, J B P , 1980). It was found that productivity variation showed a good relationship with perceptual differences

Leadership has been studied in relation to group and organizational performance Many leadership theories advocate positive relationship between particular style and performance For example consideration, participative democratic leadership style leads to high performance (Sinha, J B P , 1980, Stogdill, 1974) Effectiveness of a leadership style depends on many factors like nature of the goal, characteristics of the work environment, and the characteristics of the group members to lead (Hersey & Blanchard, 1985).

The index of effectiveness in the resent study utilized four systems problem and self-assessment regarding performance of respondents. Validity of this kind of measures may be questionable but the practical constraints and due to other



reasons it may be treated as an acceptable index of job-performance. A number of earlier researches have also used self assessment of effectiveness as an index of job performance (Arvey & Gross, 1977, Brief & Aldog, 1976, Dyer & Theiralt 1976, Hall, Goodales, Robinowitz & Margan, 1978)

In this study, performance was measured through a scale developed by Sutton and Ford (1982). They contend that an individual would be effective if he solves four problems namely adaptation, goal attainment, integration and tension management. This is based on problem solving perspective. Parsons, Bales and Shils (1953) conclude that if an organization solves these problems it would be treated as an effective organization. The same thing also holds true for an individual executive, because he as an executive will act to solve these problems on behalf of the organization. Sutton and Ford (1982) used the framework developed by Georgopolous and Tannenbaum (1957). They say that all organizations share a number of basic problems that must be solved continuously for the organization to be effective. If people working in the organizations try to solve these problems regularly they would be effective.

**Organizational commitment** The concept of organizational commitment has received increasing attention. Conceptual and empirical studies have attempted, and explored to identify the antecedents and consequences of commitment.

Organizational Commitment is defined as the "strength of an individual's identification with and involvement in a

particular organization" The committed employees believe in accepting the organizations values and goals, are willing to put forth considerable effort on behalf of the organization, and have a strong desire to remain a member of the organization (Porter, Steers, Mowday & Boulian, 1974)

Commitment and its determinants have been studied from a number of theoretical perspective, such as exchange approach, psychological approach, and blended approach. Exchange approach view commitment as a result of all benefits and advantages which a worker gets for being a part of an organization (Stevens, Beyer & Trice, 1978, Bhagat & Chassie, 1981). Psychological approach treat commitment as a more active and positive orientation toward the organization (Porter & Smith, 1971). This also includes loyalty to the organization (Buchnan, 1974) and identification with its goals and values (Porter, Steers, Mowday and Boulian, 1974). Another approach, namely Blended approach is based on Maslow's contention that human needs are hierarchically inborn in rank of importance. The degree of commitment is influenced by their need fulfillment. Recent researches suggest that organizational commitment have its impact on job performance (Mowday, Porter & Dubin, 1974, Van Maanen, 1975, Porter, Crampon & Smith, 1976; Steers, 1977; Larson & Fukami, 1984)

A review of the literature on organizational commitment reveals that research on the topic can be grouped into two main categories, namely individual characteristics and organizational characteristics (Angle, 1983, Mottaz, 1986)

Individual characteristics category consists of demographic variables such as age, tenure, education, and personality factors such as work values. Organizational characteristics relate to work experience and include factors such as job characteristics, pay, promotion etc (Mottaz, 1986)

Potential positive and negative consequences of each level of organizational commitment can be seen. Low commitment can be a source of creativity and innovation (Merton, 1938). People with low commitment seek to the organization alternative employment (Angle & Perry, 1981). This results in improvement of mental health of the individual, who leaves the organization (Mowday, Porter & Steers, 1982). On an organizational level this will create higher turnover and absenteeism. This will improve the attitude of other employees, because the undercommitted will be absent and their replacement may bring in employees with new skills. Undercommitted employees face some negative consequences also, for example they do not get promotion in their career, they may be expelled from the organization (Hacker, 1978). In case of higher level of commitment, individuals get opportunities for their career advancement, their behavior is rewarded by the organization such as they are given incentives and prizes (Ermann & Lundman, 1982, White, 1956). There are also some negative consequences for the individuals who are highly committed to their organization. If there are limited growth opportunities in

the organization, they get stagnated (Mowday, Porter & Steers, 1982). There may be stress and tension in family relationships (Margerson & Kakabadse, 1984). High level of commitment can also create tension in other relations. Individuals may lose a sense of self (Personal alienation) and the ability to relate to others (social alienation) (Korman & Korman, 1980), because for the over committed people, organization dominates their personal and social life.

Employees with high levels of commitment can provide the organization with a secure and stable work force (Steers, 1977). They willingly accept the organization's demand for greater production (Etzioni, 1975). This results in high levels of performance by the organization and task completion. On the other hand, though organizations benefit from higher level of performance, yet too much loyalty can reduce it also (Rowan, 1981, pp 54-55). Too much commitment reduces organization's flexibility. It can result in continuation of the past policies and procedures and an entrenchment of traditional practices (Salamack, 1977). Thus, we cannot assume a linear relationship between commitment and other variables. An inverted U shaped curve between variables and with an apex at a moderate relationship may be a more accurate description of the relationship. Individual and organizational needs appear to be in balance with moderate level of commitment (Randell, 1987).

In a recent study Alvi and Ahmad (1987) examined commitment in a less affluent society and found that workers

in a developing economy (Pakistan), like their counterparts in industrialized societies, express greater commitment to those organizations which takes better care of their financial, psychological, and other needs. Blau (1987) examined that person-environment fit model can be used to predict job involvement and organizational commitment. The personal variables in this model were protestant work ethic and growth need strength, and environmental variable was perceived job scope. He found that this model may be useful for predicting job involvement but not organizational commitment. In a recent study by Welsch and Lavan (1981) it was found that positive relationships exist between organizational commitment and perceptions of climate, such as communication, decision making, leadership, motivation, and goal setting.

**Job satisfaction** Job satisfaction is one of the oldest concepts in the area of organizational behavior and yet is one of the most controversial. It is defined as a pleasurable or positive emotional state resulting from one's job or job experiences.

Systematic approach to study the nature and causes of job satisfaction started in early twenties. Taylor (1970) believed that incentive pay would be satisfying. Mayo (1960) enquired the problem of industrial dissatisfaction. The Hawthorne studies which were initiated by Mayo in 1920, studied workers' attitude toward job related variables. Roethlisberger and Dickson (1939) stressed that the role of the informal group and supervisory style are important in

shaping employees attitude and performance Hoppock (1935) first published the intensive study of job satisfaction. He held that multiple factors like fatigue, monotony, working conditions, and supervision affect job satisfaction. Herzberg, Mausuer, Peterson, and Capwell (1957) observed that "motivators" would be satisfying

Job satisfaction has been studied as an outcome variable. Job dimensions that have been studied include work, pay, promotion, recognition, benefits, working conditions, supervision, coworkers, company, and management. All the above dimensions were incorporated while conceptualizing job satisfaction.

Job satisfaction results from the perception that one's job fulfills or allows the fulfillment of one's job values, providing and to the degree that those values are congruent with one's needs. These are process theories which attempt to identify specific needs or values most conclusive to job satisfaction (Campbell, Dunnette, Lawler & Weick, 1970). Content theories, on the other hand, attempt to specify that the particular needs must be satisfied or values must be attained for individual to be satisfied with his job e.g., Maslow's need hierarchy theory (1954), and Herzberg's Motivation-hygiene theory (1959).

According to Locke (1976), among the most important values or conditions conducive to job satisfaction are as follows

1. mentally challenging work with which individual can cope successfully,
- 2 personal interest in work itself,
- 3 absence of physical strain,
- 4 rewards for performance,
- 5 better working conditions,
- 6 high self-esteem of the employees,
- 7 interesting work, a good salary, and chances of promotion

Other theoretical views related to job satisfaction include instrumentality theory, social influence theory, equity theory, and congruence theory. According to instrumentality theory, job satisfaction is related with valued outcomes (McCormick & Ilgen, 1984, p 306). Social influence theory (Salanick & Pfeffer, 1977, White & Mitchell 1979, Weiss & Shaw, 1979) suggests that people decide how satisfied they are with their job not by processing all levels of information but by observing others on similar jobs and making inferences about others' job satisfaction. This theory recognizes the social nature of work by stating that social factors do influence satisfaction. In equity theory individual compares his input-output ratio to others.

The relationship of job satisfaction to other variable have been studied. It is negatively related with stress (Behr, Walsh & Taber (1976), and Turnover (Porter & Steers, 1973).

Job satisfaction-performance relationship is a complex one. It cannot be concluded that those employees who are satisfied with their job, would perform in a better way. This view has been refuted by Brayfield and Crockett (1955), Herzberg, Mausner, Peterson and Capwell (1957). Glenn, Taylor & Weaver (1977) found that as workers grow older, they have lower expectancy from their job and try to adjust with their work situation. Studies also show that people who are in a higher position, tend to be more satisfied with their jobs, because they are better paid and have a better working conditions. In a study of pharmacists Humphreys and O'Brein (1986) found that job satisfaction job attitude relationship was moderated by their professional orientation. More recently, Elton and Smart (1988) working on Holland's (1985) theory of vocational choice concluded that job satisfaction enhances when worker's personality is congruent with his or her working environment and people at higher level of congruence (between person and environment) feel more extrinsic satisfaction. Glisson and Durick (1988) found that characteristics related with job such as skill variety and role ambiguity are best predictors of job satisfaction. He also found that no worker characteristics predicted job satisfaction. Studies related with job satisfaction and organizational commitment show that commitment can be a precursor of satisfaction (Bateman & Strasser 1984, Marsh & Mannari, 1977, Williams & Hazer, 1986). Porter, Steers, Mowday, Boulian (1974) found that two of them are simply



correlated Curry, Wakefield, Price, and Muller (1986) did not find any causal relationship in either direction. Leadership also has some positive effects on job satisfaction (House, Filley, & Kerr, 1971).

Job satisfaction has also been studied in relation to organizational climate and leadership dimensions extensively. Spector (1985) in his review found that autonomy and participation were positively related with general satisfaction and satisfaction with work, pay, supervision, co-workers, promotion, and growth. Studies which have examined the relationship between organizational climate and job satisfaction report a significant positive relationship between the two. Friedlander and Margulies (1969) related perceived climate with three dimensions of job satisfaction among rank and file workers. They found that each of the three satisfaction dimensions were associated with a climate high in trust and low in hindrance. Pritchard and Karasick (1973) found that cooperation, social relations, structure, level of reward, achievement, performance-reward dependency, innovation, and supportiveness to be positively related with job satisfaction, while status polarization, and decision centralization were negatively related. Autonomy and satisfaction were not related. Srivastava and Pratap (1984) found a significant positive relationship between overall climate and job satisfaction.

So far as job satisfaction and its relationship with leadership is concerned, it was found that there is a positive

relationship between subordinate satisfaction and nurturant-task leadership style (Sinha, J B P., 1980)

### Person's Characteristics

Entrepreneurial orientation. There is an increasing consensus in the literature of organizational behavior and management science that entrepreneurship is a significant factor in organizational effectiveness. It has been defined as a tendency to involve in innovative activities, opting for moderate risk and liking for autonomy. Entrepreneurs work like catalysts which make things happen. They use creativity to conceive new things and have great zeal to implement new ideas which they generate. Kao (1989, p 91) defines it as an attempt to create value through recognition of business opportunity, the management of risk taking appropriate to the opportunity, and through the communicative and management skills to mobilize human, financial, and material resources necessary to bring a project to function.

Entrepreneurship is environmentally determined. There are certain factors whose combination flourish entrepreneurial activity such as human resources with the necessary experience and skills, media attention, idea generating institution, education, and investment oriented programs. The environment is in a sense composed of the streams of the opportunities available to the entrepreneur. New technological breakthrough are likely to fuel a large amount of entrepreneurial activity. Entrepreneurial people recognize their ability and exploit the opportunity available to them, which comes from many sources.

Implicit in the definition of the entrepreneur's role as the perceiver and pursuer of opportunities are a number of psychological tests. Entrepreneur must be skillful to see opportunities where others do not, and entrepreneur must be responsive to objective knowledge derived from the environment.

An entrepreneur is faced with a number of interpersonal tasks as well. He has to work with many external constituencies such as bankers, lawyers, public relations companies, consulting firms, and government agencies. He must be a leader, able to define a vision of what is possible, and to attract people to rally around that vision, and transform that into a reality. He often motivates others by charisma, the ability to exert an influence on others solely because of who he is.

Thus, the entrepreneur's tasks are diverse requiring to see an opportunity, marshal human and other resources to pursue it, and transform the opportunity into a tangible result. Their job description includes creative, operational, managerial, interpersonal, and leadership tasks. Timmons (Cited in Kao, 1989, p. 97) has summarized the following characteristics of the entrepreneur after a review of around 50 research articles:

- 1 Total commitment, determination and perseverance,
- 2 drive to achieve and grow,
- 3 opportunity and goal orientation,
- 4 task initiative and personal responsibility,

5. persistent problem solving,
6. Realism and a sense of humor,
- 7 seeking and using feedback,
8. internal locus of control,
- 9 calculated risk taking and seeking,
10. low need for status and power, and
- 11 integrity and reliability

Entrepreneurial orientation is related with organizational effectiveness also Benveniste (1987) found that risk taking and accepting responsibility are important factors for effectiveness of organizations Peters and Waterman (1982) linked entrepreneurial orientation with innovation and invention and reported that it is casually related with productivity Kanter (1983) found a critical relationship between entrepreneurship and overall competitiveness in a corporate sector. The role of entrepreneurship in revitalizing ossified or traditional organizations is of particular social importance (Peterson, 1981) Louis, Blumenthal, Gluck, and Stoto (1989) found that individual characteristics are moderated by institutional location for more non-traditional forms of entrepreneurship in a study of life scientists

McClelland (1961) approaches the problem of predicting entrepreneurial success by measuring individual needs for achievement (n ach) and holds that it is a very important characteristic of entrepreneurial person Entrepreneurs are significantly higher on aspects such as n ach, independence,

and effectiveness of their leadership, and are low on need for support. Hornaday and Bunker (1970) have also discussed the importance of achieving a better understanding of the psychological nature of the successful entrepreneur. Smith (1967) distinguishes between two types of entrepreneurs. The craftsman and the opportunistic entrepreneur. The first type are limited to their cultural background and are low in social involvement, whereas the second type are broader in education and social involvement and they are more aggressive in the long run development and expansion of the company. Cole (1942) also measured the characteristics of successful entrepreneur and found their effect on job performance and satisfaction of the job. In another study Schrage (1965) found that entrepreneurial orientation is related with higher organizational performance. He saw the relationship between need for achievement and company performance and reported that companies run by entrepreneurs who have a high need for achievement, tend to have either high profit or loss, while those run by low on need for achievement, tend to have low profit or losses.

### Organizational characteristics

Leadership style Leadership is defined as the process of influencing the activities of an individual or a group in efforts towards goal achievement in a given situation (Hersey & Blanchard, 1977, p. 64). It follows from the definition that leadership is the function of leader, follower and other situational variables. Variety of opinions are available in

the literature about the functions of leaders and styles of leadership.

For considerable number of years till 1940 the search has been on to identify the psychological and sometime even physical traits of leaders in order to distinguish them from non-leaders. Growin (1950) had found that leaders are taller and heavier than non-leaders. But Jennings, (1961) could not find even a single trait that could differentiate between leaders and non leaders. Stogdill (1974) dismissing this trait approach held that leadership is an organizational phenomena

In a poineering attempt to identify the leadership behavior Lewin, Lippitt & White (1939) told about two different styles of leadership, Authoritarian and Democratic leadership style. Authortarian leader believes that all policies strategies for goal realization is to be determined by the leader himself. He dictates tasks and specifies work teams. He maintains distance from members and is personal in praise and Criticism. On the other hand, democratic leader believes that all policies should be determined through group discussions. The leader is objective and fact minded in praise and criticism. Ohio state study (1945) identified namely two factors consideration and initiating structure. In 1947, at Michigan survey research centre, Katz, Macobby and Morse (1950) found that leaders were either employee oriented or productivity oriented. Apart from these theoris of leadership Likert's (1964) system IV management, Argyris &

Schown's model II, Blake & Moutn's (1978) new managerial grid also discuss about leadership pattern and style of functioning

Some of the recent theories of leadership include Fiedler's contingency theory (1978), the vertical dyadic linkage theory of (VOL) Graen & Cashman (1975), Vroom-Yetton's (1973) situational decision theory, and House's (1971) path - goal theory of leadership

Vertical dyadic linkage theory (Graen & Cashman (1975) takes into account leader-follower transactions (LMX), Fiedler's contengency model (1978) may be interpreted to mean that task oriented leaders are more effective when the leadership situation is very favorable or unfavorable. Relations oriented leaders are more effective in situations of intermediate favorablity Three determinants of favorability are leader member relations, task structure and position power. So the most favorable situation for a leader would be when a highly popular leader leads his group through a very structured, and well defined tasks and also has considerable power Vroom and Yetton's (1973) situational decision theory provides a normative model of leader's decision making in given situations This model consists of five decision making styles, seven dimension of situation, fourteen problem types, and seven decision rules The model uses a decision tree for the purpose of relating the style of decision making to the situation The leadership styles in this model are actually

variations of autocratic, consultative, and participative styles

House's (1971) path-goal theory, which draws heavily on expectancy theory (which says that an individual's motivation to perform a certain act is a function of outcome a person sees as desirable and the person's belief that these outcomes can be attained) suggests that a leader's job is to provide a correct path so that the subordinates can reach certain goals. The theory uses four styles of leadership, namely directed, supportive, participative, and achievement oriented leadership style, and two types of situational characteristics, which basically are the characteristics of the subordinates and the characteristics of the task and environment. In addition to the above mentioned theories, Fiedler (1986), Lord (1985), and Bass (1985) have advanced new and promising theories.

Fiedler's cognitive resource utilization theory (1986) attempts to explain the conditions under which leader cognitive resources such as intelligence, technical competence, and job relevant knowledge are effectively employed by the leader. Lord's (1985) theory is based on perceptions and evaluations of leaders as well as attributes about leadership behavior and effects. Any change in the perception of leaders and attribution about them will have its effect on leadership ratings. Charismatic or transformational theory of leadership (Burns, 1978). Sashkin and Fulmer (1985) describe leaders as individuals who provide for their followers a vision of the future that promises a better and



more meaningful life Charismatic leaders have more effects than non charismatic leaders (Smith, 1982) Burns (1985) holds that transformational leadership occurs when leaders and followers both raise one another to higher level of motivation and morality

In this study a scale developed by Misumi and Peterson (1985) was used, which is known as performance- maintenance (P - M) theory of leadership The performance leadership function involves forming and reaching group goals, while the maintenance function involves preserving group social stability P-oriented behaviors emphasize basically on fast work speed, good quality, high accuracy, high quantity, and rule observation by workers, while M-oriented behavior's primary emphasis is on subordinates' feelings, comfort, stress reduction and appreciation

Organizational climate Organizational climate is generally referred to as the psychological atmosphere of an organization (Pritchard & Karasick, 1973) It is also defined as a summary perception which people have of (or about) an organization (Schneider & Snyder, 1975) Forehand and Gilmer (1964) and Taguiri (1968) define it as an enduring quality of an organization's internal environment which distinguishes itself from other organizations, and influences the behavior of the people in organizations Hellriegel and Slocum (1974) define it as a set of attributes which can be perceived about a particular organization and/or to its subsystem James and Jones (1974) define climate as an individual's perception and

argue that what is psychologically important to the individual must be how he perceives his work environment. Authors have also differentiated between organizational and psychological climate. Psychological climate comprises the meanings an individual attaches to a work context, while organizational climate comprises summated, averaged meanings that people attach to a particular feature of the setting.

There have been a number of studies attempting to define and measure dimensions of climate. Several measures of organizational climate have been developed by different authors (Hemphill, 1956; House & Rizzo, 1972, Litwin & Stringer, 1968, Newman, 1977; Schneider & Bartlett, 1968). However, researches show four common dimensions which include (a) autonomy/control, (b) degree of structure, (c) rewards, and (d) consideration, warmth, and support (Campbell, Dunnette, Lawler & Weick, 1970). Organizational climate is viewed as situational and structural characteristics (Hall, Hass, & Johnson, 1967, Pugh, Hickson, Hinings & Turner, 1969). Some others view it as a multidimensional concept (Litwin & Stringer, 1968) and include organizational model and taxonomies (Hall et al., 1967, Indik, 1968, Katz & Kahn, 1978), organizational context (Lawrence & Lorsch, 1967, Pugh et al., 1969), organizational structure (e.g., Porter & Lawler, 1965; Pugh et al., 1969) and systems, values & Norms (Katz & Kahn, 1978).

Measures of climate are also varied. Hemphill's (1956) group dimension description questionnaire include 13

dimensions such as autonomy, control, formal procedures, pleasant atmosphere, homogeneous membership, stability, cohesion, clear goals, and participation etc Litwin & Stringer's (1968) scale includes some other dimensions, namely structure, responsibility, reward, risk, warmth, support, standards, conflict, and identity.

Payne & Pugh (1976) has differentiated between the subjective measure of climate and objective measure (which they call structure) of climate Field and Abelson (1982) presented a model of climate in which they hold that climate is a perceptual phenomenon and it is determined through the interaction of quasi-facts and intersubjectivity, and group and organizational climate occur if there is a consensus of climate perceptions of unit members. More recently schneider and Reichers (1983) offered the interactionist perspective on the etiology of climate, which they term the structuralist or objectivist perspective, and the selection--attraction--attrition (SAA) or subjectivist perspective According to the structuralist perspective, the dimensions of structure such as centralization, specialization, and formalization are important (Payne & Pugh, 1976) According to the SAA perspective, organizational selection practices combine with individual's attraction to the organization and attrition from the organization to produce a homogenous group membership. This similarity in group membership gives rise to the similar climate perceptions (Schneider, 1983) Thus, it argues that climate perceptions are a result of individuals' efforts to

understand the organization and their roles within it.

The study of organizational climate has focussed on a wide range of variables and conceptualizations of the linkages between climate and outcome variables. Pritchard and Karasick (1973) found that climate is positively related with performance and job satisfaction. Schneider and Snyder (1975) also found the same result. Solomon (1986) found that there is a difference between public and private sector employees with regard to their perceptions of organizational climate. He reported that in private sector reward was based on performance. Efficiency, and satisfaction was more among private sector employees in comparison to public sector employees. Organizational and personal variables also affect climate. Organization influences are through size (Forehand, 1968, James & Jones, 1976, Payne, Pheysey, & Pugh, 1971), structure (George & Bishop, 1971, Lawler, Hall & Oldham, 1974, Litwin & Stringer, 1968), centralization and configuration (James & Jones, 1976, Prein & Ronan, 1971, Taguiri, 1968), and formalization (Lawler et al, 1974, Payne et al, 1971, Taguiri, 1968). Person influences on climate are through managerial behavior (Greiner, Leitch, & Barnes, 1968, Lawler et al, 1974), the leadership pattern (James & Jones, 1974, Taguiri, 1968), and reward/controls (James & Jones, 1974, Payne & Pugh, 1976, Shortell, 1977).

In the present study, items were taken from the scales of Litwin and Stringer (1968), and Pareek (1979) including the dimensions of risk taking, pressure for performance,

Formalization means the use of specialized position, formal policies, job descriptions. Complexity refers to the number of levels in the hierarchy, number of operating sites, and the size of the administrative component. Centralization refers to the distribution of decision making power in the organization.

Size, technology, and environmental uncertainty has been used as the key predictors of organizational structure. In a study of small and young firms, Miller and Droge (1986) found that size was strongly related to most structural constructs. Reimann (1977) found that technology is not related with the structure except centralization. Lincon, Hanada, and McBride (1986) reported the findings of a study on 55 American and 51 Japanese manufacturing plants mentioning that Japanese organizations have less specialization, taller hierarchies, and greater formal centralization. Routamaa (1982) compared the organizational structure of different organizations from 7 different countries (e.g., Egypt, Japan, Sweden, Britain, Poland, Jordan and Finland) on the dimensions of specialization, formalization, centralization, and size to see whether organizational structure varies according to National cultures, and reported that these dimensions vary significantly except in a few cases. In another study Routamaa (1985) found in a Finnish (country) sample that size is a primary predictor of specialization.

The dimensions of organizational structure were also found to be related with outcome variables. On the size--

performance relationship, Herbst (1957) and Revans (1958) found a curvilinear relationship in their studies, which means that medium size organizations had higher performance than the larger and small ones. Child (1976) found a positive relationship between specialization and performance. Dalton, Todor and Spendolini, (1980) concluded that the association between specialization and performance has not been clearly demonstrated. Decentralization and performance have been found to be positively associated (Child 1976). But Pennings (1976), and Luke Block, Davey, and Averch (1973) using hard performance data found a negative association, whereas Bowers (1974) found a zero association. Recently, Azma and Mansfield (1981) found that centralization was not related to economic effectiveness, but it was positively related to the dimensions of behavioral effectiveness. These reviews show that there really is a lack of clarity in the studies of structure--performance relationship because some have used soft measure while others have used the hard measures, and there is a scarcity of studies using hard measures. So one cannot draw a definite conclusion about structure--performance relationship.

Quality of working life The concept of quality of working life (QWL) is defined as the favorableness or unfavorableness of a job environment for people (Davis, 1981). There has been major growth in efforts to study the quality of working life (Davis & Cherns, 1975, Hackman & Suttle, 1977, Sinha, 1977, Nadler and Lawler III, 1983, Emery and Emery 1974, Miller, 1977). The QWL movement has largely been

relying upon intervention programmes and the conductors of such programs have generally found them to be successful in that they culminated in improved performance and satisfaction on the part of the role incumbents in organizational setting. Mostly these programmes had taken place abroad, and no systematic QWL intervention program seems to have been undertaken in the Indian work organizations

Beinum (1974) while designing an international summer school on the quality of working life in Holland in 1974 had conceptualized the construct to mean the "quality of the content of the relationship between man and his task - as simple and as complex as that". This relationship can be approached from various perspectives and orientations, such as job design, work organization, basic human needs and values, and social concepts. Different authors have given different definitions and they are not consistent because of diversity in thinking. The definition of QWL may vary depending upon the aim of the researchers. The QWL movement according to Skrovan (1983) may best be understood in terms of a unifying set of assumptions about people. Some of these values would be as follows

1. People should be treated in the work environment with the dignity and respect as they deserve being a human.
2. People support what they help to create
3. People in a work environment prefer to learn and grow with the organization

4 People want to understand how their organization functions and how their individual efforts contribute to the whole

5. People tend to act more responsibly when they are treated as adults.

Keeping in view of the above considerations, the definition adopted by the QWL task force of the American Society for Training and Development is as follows Quality of work life is a process for work organizations which enables its members at all levels to actively participate in shaping the organizations' environment, methods, and outcomes This value based process is aimed toward meeting the twin goals of enhanced effectiveness of the organization and improved quality of working life for employees (Skrovan, 1983, p XIV)

Levine, Taylor and Davis (1984) reported 7 significant predictors of quality of work life They are represented in the following statements

1. Degree to which my supervisor treat me with respect and have confidence in my abilities,
- 2 variety in my daily work routine,
- 3 challenge of my work,
- 4 my present work leads to good future work opportunities,
- 5 self esteem,
- 6 extent to which my life outside of work affects my life at work, and



7      the extent to which the work I do contribute to society

There are two broad categories of definitions presented by (Davis and Cherns (1973)      The first equates a high QWL with the existence of a certain set of organizational conditions and practices, for example democratic management, enriched job, employees' involvement in their work, and safe working conditions      The second approach defining QWL equates a good QWL with a work place in which individuals are safe, express satisfaction, and are able to grow and develop as human being

With the improvement of QWL we have greater worker participation, improved product quality      Besides this, QWL activities would lead to a number of other specific outcomes Marks, Hackett, Mirvis, and Grady (1986) suggest that improved working conditions, greater opportunities for self expression and self development, increased productivity (improved quality and greater quantity), and cost reduction are all the outcomes of improved QWL      Other studies refer to improved communications, more dissemination of information, recognition, enhanced feelings of commitment to problem solutions and to the organization      Ferris and Wagner (1985) and Yager (1981) also mention savings in production costs, quality improvements, motivation and satisfaction as the outcomes of better QWL

Goodman (1980) asserted that most QWL projects seem to result in the following, (a) increases in job satisfaction,

feelings of personal growth, job involvement, and organizational commitment, (b) absenteeism, turnover and tardiness are strongly and positively affected, (c) mixed results exist with respect to productivity, and (d) create more flexible and skilled work forces (p. 489) Marks, Hackett, Mirvis, and Grady (1986) found no effects of QWL on organizational commitment, job challenge, job autonomy, or sense of personal responsibility for work Boccialetti (1987) in his study examined some unintended effect of a QWL effort in a plant and found that younger workers obtain more resources and recognition in comparison to older ones Older workers suffer with negative effects (i.e., lost ground) Smith and Nock (1980), in their study of public and private organizations, found that public and private sector employees perceive and evaluate their jobs in substantially different ways suggesting that we need separate models and assumptions for understanding worker satisfaction, alleviation and productivity

In the present study different aspects related with QWL derived from different sources were used in the questionnaire of QWL Keeping in mind the needs and values of the Indian workers, that is, what they think should be included in Quality of Work Life Items were based on the works of (Sinha, J.B.P. (1977), Sinha, P. and Sayeed, O.B. (1980), and other sources also (i.e., Levine, Taylor & Davis 1984; Boisvert 1977, Jimeno & Carney, 1985)

Levels of hierarchy There is an articulated subsystem of organization for smooth running of work. People are located according to their membership in subsystems. The hierarchical level differentiates people according to the power, privilege, prestige, and rewards of their organizational positions, which divide members into different classes such as top management people, middle level, and lower level. Employees have their hierarchical position fixed with regard to their work function at any given time. The position in hierarchy is a powerful determinant of perceptions, attitudes, motivation, and behavior in the organization (Katz & Kahn, 1978). Thus, we can say that the position in hierarchy of a worker would have its consequences in terms of outcomes at organization level as well as at person level. Weber (1984) in his exposition of bureaucracy advocated the use of staffing i.e., organizing offices according to their specialized position in the system for achieving organizational efficiency.

The relationship between hierarchical level and other variables have been investigated. A positive relationship has been reported between job satisfaction and hierarchical level in most of the studies. Herzberg, Mausner, Peterson, and Capwell (1957) in a review of literature found job satisfaction to be positively related with hierarchical level. They further found that morale is linked with hierarchy, which means higher the hierarchical level, higher the morale. Some other investigators have also reported a positive relationship

between job satisfaction and hierarchical levels (Centers, 1948, Friedlander, 1965, Hoppock, 1935, Kornhauser, 1965, Rosen, 1961; Rosen & Weaver, 1960). But several other studies have reported no relationship between the hierarchical level and job satisfaction (Armstrong, 1971, Hullin & Smith, 1965, Mass, 1966, Starcevich, 1972) as well

There is also a positive relationship between hierarchy and commitment and performance. People who are on higher level in hierarchy, are more committed and perform in a better way, because they have more power and prestige in the job, are better paid (Etzioni, 1975). Smith and Nock (1980) found that people low in hierarchy are more benefitted by quality of work life programs in comparison to senior level employees. People in higher levels of hierarchy have more responsibility, they take leadership tasks and have low need for status and power because they have reached to that level from where they do not expect anything more. They also carry out the function of entrepreneur (Kao, 1989).

Ownership In India, we mainly have two types of industries. They are publicly and privately owned. In organizational context, these two types of sector differ markedly (Perry & Kraemer, 1983). Fottler (1981) and Whorton and Worthley (1981) argued that distinctions between the two sectors involve differences in their environment, constraints, incentives, and culture. Public and private organizations many differ on those aspects, though they may have some common characteristics. After independence, in India, the government

took interest in establishing its own enterprises with a view to development and betterment of people

According to dictionaries, public is related with matters pertaining to the people of a community, nation, or state and private means deprived or set apart as in being deprived of public office or set apart from government as a personal matter (Guralnick, 1980). So it may be said that public organizations are those, who are government owned (Peabody & Rourke, 1965), and private organizations have been identified as all other organizations or business firms. Benn and Gaus (1983) suggest that public and private organizations vary along at least three dimensions, which are (a) interest (benefit or loss) is restricted to community or individuals, (b) access (open to all or some regarding information, resources and facilities), and (c) agency (person or organization is acting as an individual or as an agent for the community as a whole). The funding of the public organization is done by the government, whereas in private organizations, it is done by individuals at their own risk. Thus, we may say that public organization are those owned and funded by the government, and private organizations are those owned and funded through sales or private donations (Wamsley & Zald, 1973).

Pareek (1985) reports the following characteristics of public organizations (a) Public accountability, (b) relatively large size, (c) bureaucracy, (d) critical role in national economy, (e) social responsibility, and (f) focus on

employee welfare      The roles of public sector enterprises as laid down by Industrial Policy Regulation of 1948 and 1956 are (a) to promote economic development and growth, (b) to promote self reliance in strategic sectors and diversify economy, (c) to prevent concentration of economic power, (d) to reduce regional and social imbalances, (e) to effect equitable distribution of income, and (f) to generate surpluses for reinvestment (Tiwari, 1981)

Some empirical studies related with ownership and other variables exist in the literature Sinha (1973) reported that private sector executives are more satisfied than public sector executives Mintzberg (1979) found that public agencies tend toward highly bureaucracized form due to external constraints than private agencies Pugh, Hickson, and Hinings (1969) found that most of the public organization were unexpectedly low on measures of internal structure, but high on centralization, and control. They suggested that size and technological development determine internal structure Solomon (1986) found that (a) performance based rewards, and policies that promote efficiency were more prevalent in private sector organizations, and (b) private sector managers were more satisfied Managers in the private sector operate in a competitive and dynamic environment, where profitability is the ultimate criterion of success (Lindblom, 1977), whereas public sector managers are required to maintain constituencies, seek multiple goals, and obtain funding through an appropriation process (Porter & Van Maanen, 1970)

Buchanan (1974, 1975) found that public managers were lower on job satisfaction and organizational commitment. Rainey (1979, 1983) reported that public sector managers were lower on satisfaction with coworkers and promotion, relations of extrinsic rewards (pay and promotion) to performance. But Smith and Nock (1980) found that blue-collar public sector workers were more satisfied with most aspects of work than blue-collar private sector workers. White-collar public sector workers were much less satisfied with co-workers, supervision, and intrinsic aspects of work.

### Issues Under Investigation

The study being an exploratory one, no specific hypothesis were advanced. The main issue under investigation was whether the relationships among the retained variables were similar to those reported in whatever literature exists. A related issue was to examine the extent and strength of association between the so-called "antecedent" and the "consequence" variables. Another issue was to examine the mean differences of the "dependent" measures as a function of the ownership (public and private), and hierarchical levels (low and high) of the role incumbents. As mentioned earlier no specific hypotheses were advanced but certain research questions were raised to which the answers were sought. These research questions would be detailed in the results and discussion section.

## **Chapter 2**

### **Method**

#### **Sample**

The sample consisted of two hundred and seventy Male executives from the lower and higher hierarchical levels of the organizations, from where the data were collected. Keeping in mind the exploratory nature of study, a variety of organizations were included in the study. Eleven work organizations located in three cities of Uttar Pradesh (north India) and one city of Gujarat (western India), and employing a work force of atleast 300 employees each were included in the study. The decision to include only these organizations were guided mainly by two considerations, (a) approachability, and (b) convenience; which were important considering the constraints of time and resources.

#### **Measures**

The questionnaire used in this study consisted of several measures aimed at assessing various constructs. Some of the measures were specially designed for the purpose of the study. The reasons for deciding about the use of self developed tools were (a) suspected reliability and validity of the tools standardized and used in western countries for Indian setting, (b) non-availability of the technical details and content of the tools developed by Indian researchers, and (c) the relevance of a construct for executive population in work



organizational setting that could be measured by developing a tool.

Items for the questionnaire were written on the basis of observation of relevant organizational episodes, and open ended interviews. Many items were also adopted from the available tools, if they were considered to be relevant elements of the construct. After framing the whole questionnaire, it was given to five persons having atleast a Master's degree in Psychology to check for item clarity and content validity. Having deleted and edited a few unclear items, the questionnaire was finalized.

Responses of two hundred and seventy executives were obtained individually through structured interview schedule (questionnaire). A 5-point scale was used in each of the items for the sake of consistency.

A total of nine variables were measured, namely entrepreneurial orientation, leadership style, organizational climate, organizational structure, quality of working life, organizational commitment, organizational effectiveness, personal effectiveness, and job satisfaction. A brief description of each and every scale purporting to measure these variables appears below.

**Entrepreneurial orientation questionnaire** It consisted of 15 items measuring aspects like competitiveness, risk taking, innovative tendencies, constant effort for the growth of the organization, achievement orientation, preference for certainty and autonomy.

The items' characteristics were explored with the help of Statistical Package for Social Sciences (SPSS) developed by (1975). The inter-item correlation are presented in the appendix B1. It was decided to retain only those items whose correlation was significant ( $p < 0.1$ ) with the items' total score, and had a magnitude of at least equal to or greater than correlated. The alpha reliability coefficient for this scale was .81 (Appendix B1). For further analytical purposes, the items' scores were summed up and a single score was generated. In other words, the items were used as if they constituted a unidimensional scale.

**Leadership style questionnaire** This questionnaire consisted of 24 items. Items were taken from Misumi and Peterson's (1985) Performance - Maintenance (P - M) questionnaire. P oriented dimensions include fast work speed, good quality, M oriented dimensions consisted of items related with subordinate feelings, comfort stress reduction, appreciation for work etc. Basically P component represents the task related behavior on the part of the leader, and M represents democratic or participative leadership style.

After item analysis only 16 items were retained. The alpha coefficient for this scale was .76 (Appendix B2).

**Organizational climate questionnaire** This form consisted of 30 items pertaining to various aspects of organizations. The main dimensions included were risk taking, pressure for performance, interpersonal help, strict

formalization, self protection, mistrust, reward, welfare concern, formalized cross checking, decision making, formal communication, competence and expertise recognition etc

Most of the items were adopted from Litwin and Stringer (1968), and Pareek (1979). Some fresh items were also written for the purpose of the study. The reliability alpha coefficient of the Scale was .87 (Appendix B3)

Organizational structure questionnaire This form consisted of 19 items adopted from Hage and Aiken (1967). Main dimensions included in this scale were formalization, control, centralization, specialization, and work variety etc. After item analysis only 11 items were retained. The alpha coefficient was .72 (Appendix B4)

Quality of working life questionnaire This scale consisted of 78 items. This was rather a big scale. The items encompassed the dimensions like job security, team work and cooperation, opportunity to learn on the job, salary equity, job variety, adequacy of facilities for relaxation, economic independence from others, transportation facilities, self esteem, proper training and resources to perform the job, fringe benefits, freedom of working hours, autonomy, equal opportunity, fair promotions, recognition for the work, supervisory relations, and care by the organizations etc.

Items were mainly adopted from Levine, Taylor, and Davis (1984), Sinha, J B P (1977), Boisvert (1977), Sinha, P. and Sayeed (1980), and Jimeno and Carney (1985). Some fresh items were also written for the purpose of the study.

After item analysis 67 items were retained out of 78 items. The alpha coefficient for the scale was .91 (Appendix B5)

Organizational effectiveness questionnaire This questionnaire consisted of 4 items. It was adopted from Sutton and Ford (1982) to assess effectiveness of organizations. The scale attempts to measure organizational effectiveness in a problem solving perspective.

Item analysis showed that all the four items could be retained. The reliability alpha coefficient was .63 (Appendix B6).

Personal effectiveness questionnaire This questionnaire was adopted from Sutton and Ford (1982) consisting 4 items to assess how effective an executive is solving problems in organizations.

After item analysis all the 4 items were retained in the scale. The alpha coefficient for this scale was .68 (Appendix B7).

Organizational commitment questionnaire This questionnaire consisted of 9 items adopted from Cook and Wall (1980). Dimensions covered in this scale were organizational attachment, pride, expressive and instrumental commitment.

After item analysis only 4 out of the 9 items were retained. The alpha coefficient for this scale was .56 (Appendix B8).

Job satisfaction questionnaire. This questionnaire consisted of 21 items purporting to measure the satisfaction

about various aspects of the job such as pay, promotion, and security. Eighteen items were retained after item analysis. The alpha coefficient for this scale was .79 (Appendix B9).

On the whole, the questionnaires used for measuring various constructs were fairly internally consistent. A summary of tool characteristics is presented in Table 1. This table shows some of the psychometric properties of the scale.

### Procedure

The primary selection of variables to be included in the study was made during a pre-pilot survey of the field setting, and by obtaining a first hand information from a small number of prospective respondents from the organizations. These obtained informations were operationalized in terms of the variables relevant to the dynamics of organization. The final questionnaire was prepared keeping in view the insights and experiences gained during the pilot run. Special attention was given to the clarity of the meaning contained in item and to the content validity.

The random sampling procedures in the selection of organization, and also to a large extent in the selection of respondents could not be adhered to. Purposive sampling would be the label that could most closely defined the sampling procedure adopted in this study.

First of all, letters of request for getting support and permission for data collection were sent to the organizations. The response was not very encouraging and consequently the organizations had to be approached personally, so that a

Table 1

Summary of the Tool Characteristics

Serial no	Variable no	No of items	Theoreti- cal range	Mean	SD	Alpha
	Entrepreneurial orientation	15	15 - 75	46.68	8.20	.81
	Leadership style	16	16 - 80	48.29	8.16	.76
	Organizational climate	27	27 - 135	18.92	14.05	.87
	Organizational structure	11	11 - 55	32.64	5.92	.72
1	Quality of work life	67	67 - 235	174.75	25.84	.91
3	Organizational commitment	4	4 - 20	11.83	2.63	.56
7	Organizational effectiveness (percieved)	4	4 - 20	12.07	2.63	.63
8	Personal effectiveness or job performance	4	4 - 20	13.00	2.63	.68
9	Job satisfaction	18	18 - 90	52.97	8.37	.79

reasonable number of organizations become available for data collection. Finally, eleven organizations became available for the purpose of the study. Some salient features of the organizations which participated in the study are summarized in the Table 2.

A glance at table 2 is likely to reveal the heterogeneity of the organizational sample. This could hardly have been helped, however, it may be pointed out that at times such sampling has been considered to be helpful toward generalizability also.

This table also provides an opportunity to compare and contrast the differences across industrial sectors such as engineering versus textiles industries. The participation of the organization or the respondents within them was completely voluntary. Confidentiality of the responses and anonymity of the respondents was promised. Selection of management levels and executives was made with the assistance of personnel department of the respective organizations.

It was decided that about 25 executives would be selected belonging to lower and higher hierarchical level from each of the eleven organizations. Attempt was made to introduce variation in the respondents so as to have as broad a representation of the organization as possible by including the respondents representing different functional department such as accounts, engineering, production, quality control, research and development, and sales etc. However, due to constraints like the overall number of executives available,

**Table 2**Summary of Organizational Characteristics

Organization no.	Major products	Industrial categorization	Ownership
1	Sugar	Chemical	Private
2	Drugs	Chemical	Private
3	Sugar	Chemical	Public
4	Fertilizers	Chemical	Public
5	Cotton & poly fabrics	Textiles	Private
6	Cotton & terry cotton fabrics	Textiles	Public
7	Cotton & poly fabrics	Textiles	Private
8	Cotton & woolen fabrics	Textiles	Public
9	Electronic goods	Engineering	Private
10	Aeronautical equipments	Engineering	Public
11	Industrial filters	Engineering	Private



nonavailability of respondents at the time of data collection, reluctance on the part of certain specific respondents, and the attrition of certain specific respondents during interview session due to reason beyond control etc., the number of respondents between categories across organizations did vary to some extent. The exact number of respondents under each level and organization appear in Table 3. Respondents were approached individually mostly during duty hours with the permission of their respective authorities. In some cases, however, the respondents had to be approached during off the duty hours also.

In summary, a total of two hundred and seventy lower and higher level executives belonging to six private and five public sector work organizations participated in the study. Out of the 270 executives, 146 belonged to private sector, while 124 belonged to public sector work organizations. In terms of hierarchical level, 141 executives belonged to lower level of management, whereas 129 belonged to higher level of management. The executives participating in the study also varied in terms of their age, education, work experience, and salary.

Questions that usually are asked in a survey research like this are (a) how much time was required for respondent, (b) how the researchers avoided introducing his own biases into the situation, (c) how cooperative the subjects were throughout, and (d) the impact of social desirability factors on the responses. All these questions are relevant because

**Table 3**Summary of the Sample Characteristics

Organization no	Ownership	Respondents		Total
		Lower level	Higher level	
1	Private	13	12	25
2	Private	13	12	25
3	Public	12	13	25
4	Public	13	12	25
5	Private	13	12	25
6	Public	13	12	25
7	Private	14	11	25
8	Public	14	11	25
9	Private	12	12	24
10	Public	12	12	24
11	Private	12	10	22
Total		141	129	270

they impact one's understanding of the quality of the data and raise questions about their validity

With regard to above mentioned questions, it has already been mentioned that structured interview schedule was used for collection of the data, and that complete confidentiality of the data was assured to the respondents and to the organization as well. Further to it the investigator wishes to add that since the organizational behavior research has not remained uncommon especially in the organization wherefrom the data were collected, it may be presumed that the motive of the researcher was not suspected. Additionally, the management of the organizations and executives in general are becoming more and more aware and interested in understanding the work place from social/ behavioral science perspective. Thus both the management and respondents, who belonged to the executive level as contrasted with the blue collar workers in this case, were highly cooperative. Since in the beginning management and respondents were informed of the amount of time they might have to invest, and they had a chance to refuse to respond, it was realized that there was no difficulty in terms of willingness to respond. The executives often discuss things during lunch hours and "permitted" kinds of discussion are allowed. The investigator requested and mostly got appointments during lunch hours so as to avoid interference with productivity as far as possible. Appointments were also given during work hours, and in a few isolated cases, even during off - the duty hours.

While trying to establish the rapport with the respondents in the beginning of the interview session, the investigator briefly described the need, intention, and pattern of data collection. The investigator also showed a Ph D dissertation of a senior graduate student to establish the fact that in works like these, individual responses and identities do not matter at all. They were also promised to be given a summary of the research findings after the defense was over, which the investigator intends to give. That apparently made them all the more enthusiastic and responsive to the research project.

This being a survey research it cannot be guaranteed in definite terms, but the researcher tried his level best to avoid introducing his own biases by keeping the interaction with the respondents limited to the exchange of minimally necessary pleasantries and sticking to the process of going through the structured interview schedule. In fact, the point regarding researcher bias was brought to the notice of the investigator by the thesis supervisor before going to the field and the investigator went through a few sessions of "dressed rehearsal" and tried consciously to avoid introducing his own biases into the situation by maintaining the appearance, overt behavior, and conduct, consistent over the entire period of interaction with the respondents as far as practicable.

Regarding the impact of social desirability factors on the responses the investigator submits the following. Social

desirability may bias the response to questionnaire in that instead of responding to the intended meaning of an item, a subject may respond to it as suggesting a socially acceptable response or a socially desirable characteristics. The respondents were convinced in the beginning of the interview session that (a) their true responses would be of great value and that there are no right or wrong answers to any question or item, and (b) that any individual's response or identity in isolation is of little or no value because the focus would be on "some kind of a pooled mean". The motivation of the respondents toward giving true responses was further expected to be heightened by showing them a previously produced dissertation by a senior graduate student in the organizational behavior area.

Other measures to counterbalance the research artifacts such as hiding the research hypothesis, enlisting subjects as helpers or confederates, measuring the dependent variable in different setting, disguising the purpose of research, keeping the researcher ignorant, automating the research (such as use of a tape recorder instead of the researcher), keeping the researcher partially blind, and engaging a different investigator for observation and recording of the data etc. were practically impossible to employ given the setting and constraints under which a solitary graduate student has to operate.

Thus it is acknowledged that neither probability sampling, the careful formulation of questions in advance of

the interview, the use of non-leading or non-directive interview techniques, the careful selection, and training of interviewers, not all of these together can guarantee validity of interview data. They can, however increase significantly the range and quality of the interview as a source of data (Cannel & Kahn, 1975, p 552). Of course, there was possibility to include instruments for detection of contamination (e.g. Crowne & Marlowe's (1960) Social desirability Scale)) but considering the length of the questionnaire, these were dispense with.

Presuming that the social atmosphere during data collection was free from felt or actual pressures toward conformity, the investigator was reasonably convinced that the data obtained were, by and large, not significantly affected either by the researcher's own biases or by the impact of social desirability factors on the responses. Further, whatever contaminating effects might have crept into the data, that could be treated as more or less constant for all the respondents as the same investigator interviewed all the respondents with the same questionnaire. Of course, one cannot be overly sure on this account. The investigator wishes to submit with humility that these difficulties are part of survey research like the present one.

## Chapter 3

### Results and Discussion

To recapitulate, the objective of this research endeavour was to understand the work organizational dynamics in terms of certain variables of organizational relevance but with particular reference to the Indian setting which is marked by certain features that presumably sets it in contrast to the work organizational scenario in most other societies and cultures. It would be recalled that owing to certain limitations, as mentioned in the introduction and method sections, the nine variables that were chosen to be retained, had to be treated in an univariate perspective as compared to what may be called the multivariate perspective. It would also be recalled that mainly the nine variables could be classified into two broad categories.

The first category consisting of the five variables might be treated as temporally "antecedent" variables, and the second category consisting of four variables might be termed as the category of "consequence" variables. However, it ought to be emphasized that this "antecedent" and "consequence" classification, which would also at times be treated as synonymous to the "independent" and "dependent" variables respectively, is strictly for conceptual clarity sake and factually speaking they were never intended to mean the independent and the dependent variables as such nor any directional causal linkages would be hypothesized.

The category of the antecedent variables would consist of the following five variables, namely (a) leadership style, (b) organizational climate, (c) quality of working life, (d) organizational structure, and (e) entrepreneurial orientation. This category could further be subdivided, again at conceptual level, as comprising the two levels of variables, namely the organizational level variables consisting of variables from a to d, and the individual level variables consisting of the fifth variable (i.e., entrepreneurial orientation).

The category of the "consequence" variables would consist of the following four variables, namely (a) organizational effectiveness, (b) personal effectiveness or job performance, (c) organizational commitment, and (d) job satisfaction. Again this category could also further be subdivided into two levels of variables, namely the organizational level consequence comprising the organizational effectiveness, and individual level consequences, comprising the remaining three of the four variables.

In what follows, mainly the pattern of association between the so called "antecedent" and the "consequence" variable is proposed to be examined. Additionally, the average mean differences of the consequence variable would also be examined across the classification comprising the ownership (public and private), and hierarchical levels (low and high) of respondents. For the purpose, the multiple regression analysis and the t-ratio were computed. It is proposed to undertake the results and discussion



simultaneously for each of the consequence or criterion measures one by one. This being an exploratory rather than confirmatory piece of work, no specific hypotheses were advanced. However, some research questions could be framed pertaining to the each of the consequence variables. The first research question was the following.

**What is the Strength of Association of Organizational Effectiveness as the Criterion, and Leadership Style, Organizational Climate, Quality of Working Life, Organizational Structure, and Entrepreneurial Orientation as the Predictors**

A multiple regression analysis (MRA) was performed taking all the possible variables in the predictor set. However, three additional restrictions were self-imposed in order to enhance the clarity of the results. That is, in order that a regression equation be "acceptable", it should have the following three characteristics

1. The identified combination of variables should explain the maximum amount of variance in the criterion as measured by the adjusted coefficient of determination<sup>2</sup> (Adjusted  $R^2$ )

2. The sign of the regression coefficient should be congruent with the sign of the zero-order correlation between a predictor and the criterion

3. The standardized regression coefficient (beta weights) of each variable in the equation should be statistically significant.

The MRA results are proposed to be discussed for each of the criterion measure in three contexts. Firstly, the results based on overall sample would be mentioned, secondly, the results based on the responses from the private organizations in the sample; and lastly, the results based on the responses from the public organizations in the sample would be mentioned

The results of MRA regarding organizational effectiveness as the criterion based on overall responses showed (Table 4) that the overall regression was significant and the two predictor variables, namely organizational climate, and organizational structure explained about 17 per cent of variance in the criterion variable, namely organizational effectiveness

In terms of the relative strengths of association, the organizational climate and organizational structure were associated with organizational effectiveness, in that order of strength as evidenced by their beta weights, and explained 12 and 6 per cent variance respectively in the organizational effectiveness. As has been already mentioned in the introduction section, there is a rather thin line of demarcation between climate and structural aspects of the organization in that usually the perceived structure may be treated as climate, and objective climate in terms of hard criteria may be treated as the structure. Nevertheless, the results seemed to suggest that the perceptual aspects

apparently contribute more to the organizational effectiveness compared to the structural aspects.

The results seemed to be making sense as, for most people perception counts more than the objective reality. Perception of a conducive climate that is marked by features like trusting relationship, welfare concern, competence and expertise recognition combined with a challenging atmosphere may constitute a favorable disposition motivating the role incumbents for contributions toward organizational effectiveness. Employees frequently want a challenging job for their own satisfaction, they want to have responsibility, want to feel that the organization is really concerned for their welfare, and they also want involvement in decision making, and equity in rewards (Davis, 1981, p 105). A climate consisting of these aspects may be expected to lead to better performance at organizational level

The second variable that might be considered to be important was the organizational structure. This also seemed to be making sense considering the Indian setting. While it may be curious for researchers from other cultures, in Indian setting the work culture is yet to make an impact on the totality of the work force. The configuration of the organizational structure questionnaire (Appendix A) including the aspects of centralization, formalization, autonomy, and work variety. In a setting where work acculturation is not yet complete, the centralization and formalization aspect might provide for the tight control required to maintain the



basic form of the organization, whereas autonomy and work variety might give the role incumbents a feeling that the work place is desirable. One who is not thoroughly familiar with the Indian setting, might argue that the centralization and autonomy are mutually contradictory, and so is formalization and work variety in some sense. However, it may not be incorrect, for one familiar with Indian role incumbents, to visualize that people do not take these constructs in their strict and strongest sense. Besides, there is a possibility that Indian culture, by its heritage, promotes a cognitive style that is rather accommodative of seemingly contradictory elements. A reasonably good (.72) alpha coefficient (Table 5) also indicated that the constructs were not very internally inconsistent even statistically. One might also suspect that organizational climate and structure may mean the same thing. However, the coefficient of correlation between the two (table 5) was not too high ( $r = 0.44$ ) to suspect the similarity of the content between the two constructs. In summary, the structure, as operationalized in this research, turned out to be a significant contributor to the organizational effectiveness. Literature suggests structural differences between the high and low performing organizations (Reimann, 1974), in that more effective organizations tend to have a better balance of structural characteristics than do the less effective organizations.

The results based on the MRA of responses from the private and public sector organizations (Tables 6 and 7) show

Table 5

Means, Standard Deviations, Standardized Alpha Reliabilities of the Variables and Intercorrelations

Sl No	Variables	M	SD	St alpha	1	2	3	4	5	6	7	8	9
1	Leadership style	48.29	8.16	.76	1.00	.53	.42	.43	.44	.17	.19	.48	.42
2	Organizational climate	81.92	14.05	.87		1.00	.11	.44	.45	.39	.27	.48	.19
3	Quality of working life	174.75	25.84	.91			1.00	.03	.20	.04	.13	.24	.20
4	Organizational structure	32.64	5.95	.72				1.00	.30	.33	.18	.37	.18
5	Entrepreneurial orientation	46.68	8.20	.81					1.00	.24	.34	.48	.29
6	Organizational effectiveness	12.07	2.63	.63						1.00	.37	.13	.09
7	Personal effectiveness	13.00	2.63	.68							1.00	.20	.11
8	Job satisfaction	52.97	8.37	.79								1.00	.24
9	Organizational commitment	11.83	2.63	.56									1.00
No of Items					16	27	67	11	15	4	4	18	4
Adjusted means					3.02	3.03	2.60	2.96	3.11	3.25	3.01	2.95	2.94

that the public sector had a pattern of results similar to the MRA of the overall responses. That is, organizational climate and structure were the significant predictors and shared a variance of about 19 per cent with organizational effectiveness. However, the private sector responses gave a different picture. That is, although the organizational climate retained its first place in the regression equation, the second place was occupied by entrepreneurial orientation instead of organizational structure in this case. A couple of features of the three MRA results may require elaboration. In the overall sample (Table 4) the difference between the variances shared by the first and second predictors was rather large in that the first shared a variance of a magnitude (.12) double than that of the second (.06) with the criterion. In the public sector case, although the predictors were the same, the difference between the shared variance was just two per cent (partial  $R^2 = .11$  and  $.09$  respectively, Table 7). In case of private sector responses the organizational structure was replaced by entrepreneurial orientation (Table 6), and shared a variance with the criterion which was same in terms of magnitude compared with the "overall" response based MRA, that is 6 per cent.

It should not be surprising that in private sector organizations, the entrepreneurial orientation turned up to be a better predictor of organizational effectiveness compared to organizational structure. One has to admit that in Indian setting the structure, the dynamics, and in fact the total way

**Table 6**

Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Organizational Effectiveness as the Criterion Variable for Private Sector Organizations

Variables	r	Beta	Partial $R^2$	b	Standard error of b	F(1,144)
Organizational climate	.36	.26	.09	.05	.02	8.07
Entrepreneurial orientation	.31	.17	.06	.05	.03	3.93
Constant				5.92		
-----						
Multiple R = .39		$R^2 = .15$			Adjusted $R^2 = .14$	
		$F(2,143) = 12.45$				
-----						
Variables not in the equation						
-----						
Variables	Beta in	Partial	Tolerance	F		
Quality of working life	- .09	- .09	.95	1.168		
Organizational structure	.14	.13	.69	2.391		
Leadership style	- .20	- .16	.57	3.031		





take note of      However, in case of the private organizations an individual level variable, in contrast to the organizational level variables, namely entrepreneurial orientation seemed to be contributing more to the effectiveness at organizational level, and therefore the dominant coalition of the private sector organizations would be well advised to take note of this finding and maintain their faith in the entrepreneurial orientation of the incumbents whom they hire and retain. A related research question with respect to organizational effectiveness was the following

**How the Perception of Organizational Effectiveness Differed on an Average as a Function of Ownership, and Hierarchical Level**

In order to such questions, involving the examination of the effects of more than one factor on some dependent measure, it is customary to use factorial analysis of variance. The factorial analysis of variance in this case would involve a 2 (ownership) x 2 (hierarchical level) analysis of variance with organizational effectiveness scores as the dependent measure. The analysis of variance were calculated for all the four "dependent" variables included in the study. However, no interaction effects came out to be significant. In absence of interaction effects, one does not lose much by considering the two factors independently and probably some gain could be had on account of neatness of presentation. Consequently it was decided to report the  $t$ -ratios instead of  $f$ -ratios (arising out of factorial design, which was dispensed with considering

the absence of any interaction effects) Owing to this stand, for the above stated research question as well as for all other similar research questions,  $t$ -ratios were computed Table 8 shows the results of  $t$ -ratios computed to answer the present question The results showed that the private sector organizations on an average were rated higher on organizational effectiveness than public sector organizations Although no direct comparison could be made and the inference may be questionable as the data did not come from a single source, it would be noted that the findings in a way could be interpreted to mean that the private sector organizations were more effective than the public sector organizations (although technically speaking they were perceived and reported to be so by the respondents belonging to the respective organizations only)

Granting that this interpretation is acceptable, it would be recalled that the most potent predictor of effectiveness in all cases had been the organizational climate The mean comparison (not reported in tabular presentations) between private and public sector organizations with organizational climate as dependent measure showed that the private sector organizations ( $M = 85.06$ ,  $SD = 14.37$ ) compared to the public sector organizations ( $M = 78.23$ ,  $SD = 12.76$ ) scored higher on an average ( $t_{(268)} = 4.09$ ,  $p < .01$ ). Apparently, one would like to suggest that the public sector organization might as well put premium on enhancing the quality of its climate together with taking a note of their deficient status in terms

Table 8

Results of t-test showing the Significance of Mean Differences Across Ownership and Hierarchical Level with Organizational Effectiveness as a Dependent Measure

Subgroup	M	SD	t (268)	P
<u>Sector</u>				
Private(n=146)	12.43	2.59	2.47	.01
Public (n=124)	11.64	2.63		
<u>Management Level</u>				
Low (n=141)	11.95	2.72	.78	> .05
High(n=129)	12.02	2.54		

of organizational effectiveness and try to improve it. Having discussed the results with regard to the organization level outcome, namely the organizational effectiveness, a move is made to discuss the results regarding the person level outcomes included in the study. Consequently the next research question would be as follows:

What is the Strength of Association of Personal Effectiveness or Job Performance as the Criterion, and Leadership Style, Organizational Climate, Quality of Working Life, Organizational Structure, and Entrepreneurial Orientation as the Predictors

A multiple regression analysis was performed to answer this question. Three MRA equations were calculated to take care of responses from the overall sample, responses from the private sector organizations, and the responses from public sector organizations (Tables 9, 10, and 11).

The results showed that the entrepreneurial orientation was a significant predictor of personal effectiveness in the overall sample and public sector, and explained 11 and 12 percent variances respectively. In the private sector organizations, organizational climate also emerged as a significant predictor of the criterion variable together with entrepreneurial orientation. Thus entrepreneurial orientation appeared to be a crucial variable in predicting effectiveness at the individual level. In private sector organizations however the organizational climate seemed to be equally

important (as evidenced by their similar Beta weights and partial  $R^2$ )

Entrepreneurial orientation is supposed to have a component of need for achievement, preference for autonomy, responsibility, and a liking for challenge among other things (Timmons, cited in Kao, 1989, p 97) These characteristics apparently motivate the employees to excel in their performance in most activities of life Achievement motivation, a component of entrepreneurial orientation, has been found to be positively associated with job performance in other studies as well (Singh, S, 1986, Singh, A K., & Srivastava, 1983)

The positive relationship between organizational climate and personal effectiveness was an expected result The aspects of climate included in this study might make the organization a place conducive for working harder and performing better. Pritchard and Karasick (1973) also found a positive relationship between organizational climate and job performance In another study Singh (in press) found professional help, welfare concern, and people orientation to be positively related with job-performance These dimensions come quite close to the dimensions included in this study It may not be out of place to mention here that similar combination of predictors were found to be significant in the private organizational sample in case of organizational effectiveness as the criterion It suggests that both the organizational effectiveness and personal effectiveness could

Table 9

Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Personal Effectiveness as the Criterion Variable for the Overall Sample

Variables	r	Beta	Partial $R^2$	b	Standard error of b	F(1,268)
Entrepreneurial orientation	33	33	11	11	02	35 514
Constant				7 93		

Multiple R = 33       $R^2 = 11$       Adjusted  $R^2 = 11$   
 $F_{(1,268)} = 34 514$

Variables not in the equation

Variables	Beta in	Partial	Tolerance	F
Quality of working life	06	06	96	1 101
Organizational structure	09	09	91	2 195
Leadership style	05	05	80	0 609
Organizational climate	12	12	74	3 770

Table 10

Multiple Regression Analysis Results Incorporating Personal Organizational Factors as Predictors and Personal Effectiveness as Criterion Variable for Public Sector Organizations

Variables	<u>r</u>	Beta	Partial <u>R</u> <sup>2</sup>	<u>b</u>	Standard error of <u>b</u>	<u>F</u> (1,
-----						
Entrepreneurial orientation	35	35	13	.11	03	18 0
Constant				7 90		
-----						
Multiple <u>R</u> =	36	<sup>2</sup> <u>R</u> = 13	Adjusted <sup>2</sup> <u>R</u> = 12			
		<u>F</u> = 18 011				
		(1,122)				

Variables not in the equation

Variables	Beta in	Partial	Tolerance	F
Quality of working life	- .00	- .00	.95	0.000
Organizational structure	.03	.03	.98	0.096
Leadership style	.12	.12	.82	1.808
Organizational climate	.06	.06	.82	0.403
-----				





be considered as associated with entrepreneurial orientation insofar as the private organizations are concerned. The next question of interest with regard to personal effectiveness or job performance would be the following

How the Perception of Personal Effectiveness or Job Performance Differed on an Average as a Function of Ownership, and Hierarchical Level

In order to answer this question  $t$ -ratios (Table 12) were computed. The results showed that the mean differences were not significant ( $p > .05$ ). Compared to the organizational effectiveness, this result suggested that when it came to job performance at individual level there was not much of a difference between the private and the public organizations.

Comparing the personal effectiveness results with organizational effectiveness results (Table 8) one is likely to wonder that how the private sector organizations were organizationally "more effective" than public sector organizations when the individuals constituting them did not differ on their average individual performances. This probably indicates that organizational effectiveness is contingent upon certain things other than just individuals' effectiveness. The contention seems to be getting further validation by the fact that organizational effectiveness was not found to be very highly correlated ( $r = .37$ , Table 5) with personal effectiveness.

The personal effectiveness (or job performance) in this study was measured in terms of self assessment of efficacy in

**Table 12**

Results of t-test showing the Significance of Mean Differences Across Ownership and Hierarchical Level with Personal Effectiveness as a Dependent Measure

Subgroups	M	SD	t (268)	P
<u>Sector</u>				
Private (n=146)	12.94	2.85	40	> .05
Public (n=124)	13.07	2.36		
<u>Management Level</u>				
Low (n=141)	12.92	2.68	53	> .05
High (n=129)	13.09	2.59		

adaptation, goal attainment, integration, and tension management. Validity of this approach may be questionable but there had been practical constraints in use of some objective and hard index of job performance. Such indexing may not be treated as particularly objectionable as a number of earlier researchers have also used self assessment of effectiveness as an index of the job performance (e g , Arvey & Gross, 1977, Brief & Aldog, 1976, Dyer & Theiralt, 1976, Hall, Goodales, Robinowitz, & Margan, 1978)

Irrespective of whether personal effectiveness is correlated with organizational, effectiveness to a high degree or not, the importance of personal effectiveness in the organizational dynamics cannot be undermined. More particularly so in a developing economy with a turbulent past like India which is a country that aspires to catch up fast with the developed countries while maintaining certain qualities of its own. Therefore enhancing effectiveness or job performance of the executives may be an issue of vital importance. Considering its strong association with entrepreneurial orientation, the dominant coalition may be well advised to look for ways and means to increase the entrepreneurial orientation among the existing work force and screen in those who are high on this construct at the time of recruiting fresh personnel.

The next person level outcome included in the study was organizational commitment. The research question that was raised with regard to this variable was as follows.

What is the Strength of Association of Organizational Commitment as the Criterion, and Leadership Style, Organizational Climate, Quality of Work Life, Organizational Structure, and Entrepreneurial Orientation as the Predictors

A multiple regression analysis was performed. Three MRA equations were calculated on earlier lines. The results for the overall sample (Table 13) showed that two of the five antecedent variables, namely leadership style, and quality of work life turned out to be significant predictors of organizational commitment and shared a variance of about 19 per cent with it.

The results were in the expected direction as, among other things, a conducive supervisory practice and good quality of working life is what an executive needs to reinforce his commitment. These variables would almost definitely go to make the work place a pleasant place to work in.

The MRA results from the private sector organizations' sample showed (Table 14) that together with leadership style entrepreneurial orientation turned out to be the significant predictor and shared a variances up to 14 and 13 per cent respectively making for a total of about 26 per cent (adjusted) variance. This too was understandable because in private sector organizations, as would be detailed shortly in relation with job satisfaction as the criterion, there is a greater premium on entrepreneurial orientation both from the side of management as well as the role incumbents. In fact,

it might be argued that it is basically the lot of people with high entrepreneurial orientation who would prefer to join private sector compared to those who prefer to join the public sector in Indian setting. The reason might be that enterprise is likely to get better rewards in private sector which has profit orientation compared to the public sector which may have the societal growth orientation. May be this was the reason that in public sector sample (Table 15) the only significant predictor of commitment was the leadership style. This probably points to the fact that when the public sector organizations are the main concern it is "good" leadership that can promote organizational commitment among the role incumbents. Perhaps it is the greater emphasis on personalized relationship in the Indian setting that makes leadership such a powerful factor because the employees might have a tendency to relate themselves to the organization not in a direct manner but through their supervisors whose personalized relationships with the role incumbents may act as a moderator of their commitment toward the organization which is a larger and relatively remote entity.

However, in an overall sense, the leadership style and the quality of work life could be the variables to take note of, and to act toward their betterment, if a general policy decision is the main concern. Additionally, it should be noted that while the exact variables were different between public and private organizations, the leadership style emerged as a significant predictor in all the three MRA equations.

**Table 13**

Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Organizational Commitment as the Criterion Variable for the Overall Sample

Variables	r	Beta	Partial $R^2$	b	Standard error of b	F(1,268)
Leadership style	.43	.41	.18	13	.02	55.133
Quality of working life	.20	.15	.03	15	.01	8.035
Constant				7.85		

Multiple  $R = .45$        $R^2 = .21$       Adjusted  $R^2 = .19$   
 $F(2,267) = 34.582$

Variables not in the equation

Variables	Beta in	Partial	Tolerance	F
Organizational structure	-.00	-.00	.80	0.001
Organizational climate	-.07	-.06	.71	1.109
Entrepreneurial orientation	.09	.09	.77	2.575

**Table 14**

Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Organizational Commitment as the Criterion for Private Sector Organizations

Variables	<u>r</u>	Beta	Partial $R^2$	<u>b</u>	Standard error of <u>b</u>	$F(1,144)$
Leadership style	44	32	14	11	03	13 947
Entrepreneurial orientation	43	29	13	.10	02	12 022
Constant				2 04		

Multiple  $R = .52$        $R^2 = .27$       Adjusted  $R^2 = .26$

$F(2,144) = 22.320$

Variables not in the equation

Variables	Beta in	Partial	Tolerance	$F$
Quality of working life	15	.17	95	3 52
Organizational structure	08	08	82	0 87
Organizational climate	04	.04	.75	0.23



**Table 15**

Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Organizational Commitment as the Criterion Variable for Public Sector Organizations

Variable	r	Beta	Partial $R^2$	b	Standard error of b	F(1,121)
Leadership style	41	41	20	13	02	29 693
Constant				5 49		

Multiple  $R = 44$        $R^2 = 20$       Adjusted  $R^2 = 19$   
 $F(1,121) = 29 693$

Variables not in the equation

Variables	Beta	Partial	Tolerance	F
Quality of working life	12	14	97	2 67
Organizational structure	- 06	- 05	79	42
Organizational climate	- 23	- 19	59	3 24
Entrepreneurial orientation	- 01	- 01	78	01

Therefore, it appears that leadership style may be a potent factor toward the enhancement of organizational commitment. Considering that organizational commitment is a crucial factor in the organizational existence, the dominant coalition would be well advised to maintain a high premium on performance maintenance leadership.

It was thought to be interesting to compare the average amount of commitment across the factors of ownership and hierarchy. Consequently the next research question would be the following:

**How the Perception of Organizational Commitment Differed on an Average as a Function of Ownership, and Hierarchical Level**

In order to answer this question  $t$ -ratios (Table 16) were computed. The results showed that the mean differences were not significant ( $p > .05$ ). They showed that this person level variable, namely organizational commitment, was not significantly different either across ownership or hierarchical level, although the MRA results showed that the predictors may be different in the three samples being considered, the average commitment was not markedly different between the publicly and privately owned organizations, nor were they different across the hierarchical levels. This again points to the unique feature of Indian setting in that irrespective of whether a role incumbent worked in a public sector or private sector organization, occupied lower or higher hierarchical position, his commitment remained practically the same. This may be in contrast to what one might expect. For

**Table 16**

Results of t-test Showing the Significance of Mean Differences Across ownership and Hierarchical Level with Organizational Commitment as a Dependent Measure

Subgroups	M	SD	<u>t</u> (268)	P
<u>Sector</u>				
Private ( <u>n</u> =146)	11 85	2 65	.14	> .05
Public ( <u>n</u> =124)	11 80	2 64		
<u>Management Level</u>				
Low ( <u>n</u> =141)	11 73	2 76	64	> .05
High ( <u>n</u> =129)	11 94	2 49		

example one may expect higher level executives to be more committed than the lower level executives or may be the private sector executives could be expected to be more committed than the public sector executives, but the results showed no difference

The last remaining variable in the category of consequence or dependent variables was job satisfaction. The research question raised with regard to this variable was the following

What is the Strength of Association of Job Satisfaction as the Criterion, and Leadership Style, Organizational Climate, Quality of Work Life, Organizational Structure, and Entrepreneurial Orientation as the Predictors

A multiple regression analysis was performed to answer this question. As earlier three MRA equations were calculated. The results for the overall sample showed (Table 17) that all the five variables in the category of antecedent or independent variable were the significant predictors of job satisfaction which was a person level outcome. The respective beta weights indicated that the strength of association of the predictor variables with the criterion was in the following order: Entrepreneurial orientation, organizational climate, quality of working life, and organizational structure. They explained 12, 11, 8, 3, and 4 per cent variances respectively in the criterion. The MRA results based on responses from private sector organizations showed (Table 19) that there were three individually significant predictors of job satisfaction.

It was surprising to note that so far as the private sector organizations are concerned, the organizational climate and the quality of working life were not the individually significant predictors of job satisfaction. The significant predictors were leadership style, entrepreneurial orientation, and organizational structure, which taken together explained about 48 per cent of variance in the criterion.

The MRA results based on public sector responses showed that these were significant predictors in this case also, namely entrepreneurial orientation, quality of working life, and organizational structure, which taken together explained about 24 per cent of variance in job satisfaction. In this case the variables not significantly contributing to job satisfaction were leadership style, and organizational climate. Comparing the public sector and the private sector results (Tables 18 and 19), it appeared that organizational climate was not a significant predictor in any of the two subgroups. Although in case of the overall sample, the organizational climate did share about 8 per cent of variance in job satisfaction.

Job satisfaction is a variable with a unique feature. It, in most cases, is contingent upon the need or want of the individual. Basically the discrepancy between the want and fulfillment should be low in order that a person feels satisfied. So a person technically may feel satisfied even if he or she does not want anything and does not get anything as well because the discrepancy between want and fulfillment

Table 17

Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Job Satisfaction as the Criterion Variable for Overall Sample

Variables	$r$	Beta	Partial $R^2$	$b$	Standard error of $b$	$F(1,2)$
Entrepreneurial orientation	48	24	12	24	.06	16 796
Leadership style	48	22	11	22	06	12 941
Organizational climate	48	16	08	09	.04	6 841
Quality of working life	24	14	03	05	.02	8 422
Organizational structure	37	12	04	17	.08	4 733
-----						
Multiple $R = .62$	$R^2 = .38$		Adjusted $R^2 = .37$			
	$F(5,264) = 32.442$					

would be zero. Similarly, a person would also be satisfied if the want is great and so is the fulfillment. The measure of job satisfaction included in this study purported to tap just the state of satisfaction irrespective of the discrepancy. Therefore it is difficult to make a conjecture regarding the state of need but state of satisfaction due to whatever reason with a number of organizationally relevant factors was included (Appendex A)

Insofar as it may be granted that the measure of satisfaction was a valid one, the MRA results suggested that job satisfaction may have linkages with all the five antecedent variables in an overall sense. Entrepreneurial orientation appeared to be an important variable as it shared 12, 13, and 14 per cent variances with job satisfaction in the overall sample, private sector sample and the public sector sample respectively. Two variables that were common both in private and public sector sample were the entrepreneurial orientation, and organizational structure. Ofcourse they were also present in the MRA with the overall sample responses. Thus, it may be inferred that these two variables are important despite the fact that the organizational structure shared relatively small amount of variance with the criterion. Whereas the public sector results and the overall sample results showed that it was the entrepreneurial orientation that was the strongest predictor, in case of private sector organizations it was the leadership style which was the strongest predictor of job satisfaction.

**Table 18**

Multiple Regression Analysis Results Incorporation Personal and Organizational Factors as Predictors and Job Satisfaction as the Criterion Variable for Public Sector Organizations

Variable	r	Beta	Partial $R^2$	b	Standard error of b	$F(1,124)$
<hr/> Entrepreneurial						
orientation	.41	.33	.14	.33	.08	16.950
Quality of						
working life	.33	.25	.08	.07	.03	9.419
Organizational						
structure	.23	.17	.04	.24	.11	4.442
Constant				14.66		

-----

Multiple R = .50       $R^2 = .26$       Adjusted  $R^2 = .24$

$F(3,124) = 13.967$

-----

Variables not in the equation

-----

Variables	Beta in	Partial	Tolerance	F
<hr/>				
Leadership style	.04	.03	.69	0.188
Organizational				
climate	.08	.08	.75	0.836

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Table 19

Multiple Regression Analysis Results Incorporating Personal and Organizational Factors as Predictors and Job Satisfaction as the Criterion Variable for Private Sector Organizations

Variables	$r$	Beta	Partial $R^2$	$b$	Standard error of $b$	$F(1,144)$
Leadership style	.65	.47	.30	.49	.08	42.836
Entrepreneurial orientation	.52	.25	.13	.25	.07	12.418
Organizational structure	.44	.14	.06	.19	.09	3.927
Constant				12.07		

Multiple  $R = .70$        $R^2 = .49$       Adjusted  $R^2 = .48$   
 $F(3,142) = 45.758$

Variables not in the equation

Variables	Beta in	Partial	Tolerance	$F$
Quality of working life	.10	.14	.94	3.044
Organizational climate	.10	.10	.46	1.545

It is interesting to note that the entrepreneurial orientation is something about the respondent himself whereas the leadership style is something about the person to whom the respondents reported or the immediate supervisor. The difference between private and public sector organizations on this account is understandable considering the Indian context. In (Indian) public sector organizations, the rewards and satisfactions are dependent more on the systemic rather than person considerations and therefore the more enterprising person is likely to get more out of the system and thereby may be more satisfied. In contrast the private sector organizations run on more personalized system of command so far as the leadership is concerned. Besides there are comparable private sector organizations which are being evaluated by the role incumbents in terms of goodness or badness of a number of comparable features. In other words, the private sector organizations have more features that can distinguish among them whereas certain "blanket" properties are common to most public sector organizations. Considering that leadership style is widely recognized as a potent variable in organizational functioning, it may not be surprising to find this variable emerging as the top predictor of satisfaction in private organizations where the leadership behavior may involve personalized considerations. In fact several private business houses are identified for their good or bad "leadership" pattern with which they function.

The results also suggested that the exact antecedent variables and the pattern of their relative strength were different between the private and public sector organizations. While it is still controversial as to what should be the exact place of job satisfaction in terms of importance with regard to organizational functioning, and to what extent and how is it related to performance and other crucial variables, it may be safely accepted that a satisfied worker is a desirable entity in its own right and so is satisfaction in its own right. Granting this, the results seem to suggest that the dominant coalition of the public and private sector organizations may need to maximize differing sets of variables with differential priorities in order to maximize the job satisfaction of role incumbents. However, in an overall sense all the five antecedent variables were found to be related to job satisfaction in the order of strength depicted in Table 17, and they might be given that order of priority if some kind of a general policy making is the main concern. Taking a look at the configuration of the variables and their relative strengths of association with job satisfaction one finds the variables appearing in the following order (Table 17) Entrepreneurial orientation, leadership style, organizational climate, quality of work life, and organizational structure. A move is made to discuss each one of them in relation to job satisfaction in the order mentioned above.

The first variable is the entrepreneurial orientation. This orientation may be thought of as consisting of high need

for achievement (McClelland, 1969), competitiveness, preference for autonomy, and taking initiative. Job satisfaction is defined as a pleasurable or positive emotional state resulting from one's job or job experiences (Locke, 1976), and the characteristics of the entrepreneurial orientation are likely to make any job at hand a worthwhile experience. In Indian setting where the majority of the work force is said to be constituted by people who are low on entrepreneurial orientation, a person high on this variable is likely to get ahead of others in job accomplishment and hence may derive satisfaction out of the job. There are virtually no existing studies, particularly in Indian setting, showing the relationship of entrepreneurial orientation with job satisfaction. Since the present one probably is the first study in which the relationship between the two had been observed, many more studies would be needed to arrive at any final conclusion. Nevertheless, considering that the job satisfaction is an important variable, the policy makers might as well take note of the importance of relationship of this variable with entrepreneurial orientation and try to increase this orientation in the role incumbents so long as job satisfaction may be considered to be important. It has been pointed out elsewhere also that the role of entrepreneurship in revitalizing ossified or traditional organizations is of particular social importance (Peterson, 1981).

The second variable which had almost the same strength of association as entrepreneurial orientation with job

satisfaction was leadership style. This variable was included in the form of performance - maintenance leadership style in this study and a high score might mean a simultaneously high emphasis both on maintenance of performance and relationships. Although again this variant of leadership style does not seem to have been studied in Indian setting, a number of studies does exist on a style of leadership called the nurturant-task style (Sinha, 1980) in Indian setting, which comes quite close to the performance - maintenance leadership style. The nurturant-task style is reported to be a superior style of management considering the special characteristics of the Indian social cultural milieu and particularly for those role incumbents who have not fully internalized the organizational norms, work values, and role expectations.

As mentioned earlier, the work force in Indian organizations, by and large, is yet to become "professional". Considering this fact an emphasis on performance is likely to help the role incumbents in task accomplishment, and an emphasis on relationship orientation might take care of the role incumbents' preferences for personalized relationships, dependence proneness, and other typically Indian characteristics. Thus, with the emphasis on relationship an executive's socio-emotional needs may get satisfied, and with performance orientation of the leader the executives may be able to accomplish their task. Therefore the task accomplishment combined with sense of socio-emotional security might lead to greater job satisfaction. Not only for job

satisfaction but for several other variables of organizational relevance also the leadership style had been identified as a crucial variable. Needless to say that the dominant coalition might benefit by placing a premium on the leadership style, more specifically on the performance and maintenance style of leadership which theoretically could be considered to be close to theoretical formulations like the nurturant-task (Sinha, 1980) and Blake and Mouton's (1967) 9, 9 or team management style.

The third variable associated with job satisfaction was organizational climate. Apparently this was understandable. A climate perceived to be congenial and conducive for whatever reason might get linked with the job situation and produce job satisfaction. A number of studies both abroad and in India report positive relationship between "good" organizational climate and job satisfaction. Some of such studies include the ones by Friedlander and Margulies, 1969, Pritchard and Karasick, 1973, and Srivastava & Pratep, 1984.

Next variable in the line of predictors was quality of working life. This also was quite understandable in that a good quality of working life could be expected to act in a way as to make the persons' attitude favorable toward job and that is what precisely job satisfaction is all about. Other studies are also available to support the positive association between quality of working life and job satisfaction. Some such studies are by Sayeed and Sinha, 1981, Joseph, 1978, and Singh, 1983.

The last in the series of the predictors of job satisfaction was organizational structure. This also was on the expected lines because there is a very thin line between climate and structure. Considering that the source of data was perceptual in nature there could be expected some overlap in terms of 'effects' of climate and structure. Even in its own right, a structure regarded as conducive to the existence in the job situation may give rise to job satisfaction. Findings suggesting a positive relationship between structure and job satisfaction include those by Pritchard and Karasick, 1973. The next question of interest with regard to job satisfaction would be the following

**How the Perception of Job Satisfaction Differed on an Average as a Function of Ownership and Hierarchical Level**

In order to answer this question  $t$ -ratios (Table 20) were computed. The results showed that the private sector organizations on an average were rated higher on job satisfaction compared to the public sector organization. This could be interpreted to mean that the role incumbents in the private sector were more satisfied ( $M = 54.19$ ) than the public sector role incumbents ( $M = 51.53$ ). The differences across hierarchical levels were not significant ( $p > .05$ ). As argued earlier, satisfaction in itself may be a desirable variable and considering that, the public sector organizations might as well take a note of this finding and act toward increasing the job satisfaction. The variables like entrepreneurial orientation, quality of work life and organizational structure

**Table 20**

Results of t-test Showing the Significance of Mean Differences Across Ownership and Hierarchical Level with Job Satisfaction as a Dependent Measure

Subgroups	M	SD	t (268)	P
<u>Sector</u>				
Private( <u>n</u> =146)	54 19	8.83	2 64	< .01
Public ( <u>n</u> =124)	51 53	7.59		
<u>Management Level</u>				
Low ( <u>n</u> =141)	52 40	8 40	1 17	> .05
High( <u>n</u> =129)	53 59	8 33		



in that order may be considered as relevant among other things for intervention due to their positive relationships with job satisfaction

Having tackled the eight research questions mentioned above, that were raised in connection with the four variables that were classified in the category of the so called dependent or "consequence" variable, a move is now made to present a comparative summary of the results with a specific purpose. The specific purpose would be to identify the variables, in the "antecedent" or predictor set, and arrange them in some kind of a rank order so that their relative usefulness as predictor variable in a work organizational setting could be made apparent with regard to the variables that were considered important as the criteria or the outcome or the resultant variables. The details of the comparative summary of the results with above mentioned purpose follows

**A "comparative" summary of the MRA results** The MRA results are arranged in order to make the relative salience of the predictor variables apparent (Table 21). The table shows that entrepreneurial orientation emerged as the most frequently occurring predictor of criterion variables, that is, five times out of the twelve possible equations. Twice it emerged as a second ranking variable, and at one time it equalled, the organizational climate in terms of shared variance as the predictor of personal effectiveness. This suggested the importance of entrepreneurial orientation both for personal outcomes, and perceived organizational

Table 21

Comparative Summary of the Results Showing the total Number of times a Predictor

Emerged Significant and Ranking the Predictor Variables

Predictor variables	Criterion Variables									
	Organizational effectiveness		Personal effectiveness		Organizational commitment		Job satisfaction		Total number	
	Pri	Pub	Total	Pri	Pub	Total	Pri	Pub	Total	Rank
1 Leadership style					2	1	1	1	2	5
2 Organizational climate	2	1	1	1	5				3	5
3 Quality of working life							2	2	4	3
4 Organizational structure		2	2					3	3	5
5 Entrepreneurial orientation	1		1	5	1	1	1	2	1	8
Total no of significant predictors	2	2	2	2	2	1	1	2	3	5

effectiveness. It was the strongest variable predicting personal effectiveness across the subgroups, and also one of the predictors of job satisfaction. It was not all that important with regard to organizational commitment, except in the case of employees of the private sector organizations. It did not emerge as a significant predictor for organizational commitment either for public sector or for the total sample. On the whole, the relationship between entrepreneurial orientation and outcome variables (the direction of relationship being positive), suggested that as entrepreneurial orientation increases, these outcome variables would also increase (i.e., the higher the entrepreneurial orientation, the higher the personal effectiveness, and the job satisfaction). In specific instances, the entrepreneurial orientation might also be related to organizational commitment and organizational effectiveness (e.g., in private sector organizations).

The results implied that if management is interested in enhancing the personal effectiveness, job satisfaction, and other (usually regarded as positive) outcome variables, they should look for people who are possessed of entrepreneurial orientation. Such employees may be identified by testing them on the characteristics like preference for competitiveness, striving for excellence, preference for initiative, autonomy and feedback, need for achievement, and willingness to take, moderate amount of risk. The employees who already have a place in the organization may be tested on these

characteristics, and may be recommended for suitable training programs of entrepreneurial development, achievement motivation, and work motivation. McClelland (1961) demonstrated that achievement motivation may be induced even in people with low motivation by using suitable training programs.

The second variable which was apparently important was the leadership style, which emerged as the strongest predictor for organizational commitment across the groups. It also emerged as one of the strongest predictors for perceived organizational effectiveness. Again, it emerged as strongest predictor of job satisfaction for employees of private sector organizations, and the second strongest for job satisfaction in the total sample, as well as for commitment on private sample. Thus, leadership style emerged three times as the strongest predictor and twice as the second strongest predictor, a total of five times out of the twelve possible regression equations.

Leadership style in this study (performance - maintenance style of leadership) was incorporated as operationalized in the formulation of the Misumi and Peterson (1985). A high score on this would mean that a leader emphasizes both task accomplishment as well as on relationships. As already discussed, this style may be regarded as similar to Blake and Mouton's (1967) 9, 9 or team management style (i.e. high on task and high on relationship also), or Sinha's (1980) nurturant - task style of leadership. A leader high on this

style would be active, forceful, and put forth a high degree of effort toward task accomplishment, and at the same time also would feel concerned for the growth of the subordinates

Taking a look at the associative pattern of leadership style with criterion variables, it may be suggested that one of the ways to enhance the personal outcomes such as commitment and satisfaction, on the part of the management, might be to ensure that the leaders provide explicit instructions for goal achievement and stand strong for deadlines of the targets, and at the same time also have an ability to play the role of a team leader, and to groom the subordinates to their fullest potentials. Such leaders should also be capable of providing emotional support to their subordinates. If such a leader - subordinate relationship is established, the leader might enjoy the faith of the subordinates which in turn might provide for an increment in the personal power (as against position power) to extract commitment from the subordinates. Chances are that the subordinates may also be more satisfied with their job, under such a leadership.

Organizational climate emerged as one of the strongest predictors of perceived organizational effectiveness and featured as equivalent to entrepreneurial orientation in terms of the strength of association for predicting personal effectiveness. For perceived organizational effectiveness in private sector, it emerged as the second strongest factor, and for job satisfaction it emerged as the third strongest factor.

in the total sample. The results suggest that for organizational effectiveness organizational climate is an important variable. This construct included the aspects of risk taking, warmth, support, cohesion, autonomy, pleasant atmosphere, stability, reward, and goal setting etc. A high score on such aspects may reflect positive human resource practices, and it has been repeatedly shown in various studies (Pritchard & Karasick, 1973, Scheider & Snyder, 1975) that positive human resource climate increases the moral and satisfaction of the employees. It also increases the performance of the employees, and effectiveness of the organization. However, it was surprising that organizational climate did not emerge as a significant predictor of the organizational commitment in any of the subgroups or for the total sample. Logically, if human resource climate is positive, it should with the trust and commitment of the employees. If results did not reveal a significant effect of organizational climate, the only reason that this researcher could visualize was that the functions of the positive human resource climate might already have been discharged by the leader, who practices a combination of both performance and maintenance. However, if organization is small and the leaders are relatively readily approachable for the employees, leaders might take care the needs and demands of the employees in a better way. Chances could also be that if systematically formed groups were headed by an efficient leader practicing

performance - maintenance style of leadership, commitment might be higher among the executives

Organizational structure emerged as a significant predictor in five out of twelve possible regression solutions. It emerged as the second strongest predictor of organizational effectiveness in public sector and for the overall sample responses also. It emerged as the third strongest predictor of job satisfaction in public and private sector organizations, of the significant predictors and last in the total sample responses. Its terms of relative importance this variable ranked fourth.

Organizational structure did not emerge as a significant predictor for personal effectiveness and organizational commitment. Organizational commitment may be thought to be governed more by leadership style as mentioned above, which incorporates structuring activity dimensions (that is the main component of performance aspect of leadership). Towards an explanation, a conjecture could be made that whatever effect that an organizational structure may have on organizational commitment might have already been subsumed in leadership style. Personal effectiveness seemed to be more influenced by personal skills, abilities, needs, and values rather, than structuring activity of the organization. This might be one of the reasons that entrepreneurial orientation, which may be taken to have the components of flexibility, challenge seeking autonomy, and preference for competitiveness, stood first in the overall ranking.

The last rank among the "independent" variables was occupied by the variable quality of working life. It emerged as the second strongest predictor twice for organizational commitment in the total sample, and for job satisfaction for public sector organization. It emerged at fourth place for the overall sample responses, as a predictor of job satisfaction, quality of working life may be taken as incorporating the aspects like job security, teamwork and cooperation, opportunity to learn on the job, salary equity, adequacy of relaxation facilities, fringe benefits job variety, transport facilities, and freedom to choose working hours. The results showed that a person with a 'good' quality of working life might have more commitment towards the organizations, identify himself or herself with the organizations and would have feeling of pride for being a part of the organization. It would not require any farfetched explanation. Because if people feel that the organization has provided adequate amount of facilities and created a healthy and pleasant working conditions, they may like to remain with such an organization, and of course such people may also be expected to score high on the construct of job satisfaction.

Thus far the salience of the variables in the "antecedent" or predictor category were detailed with a view to bring out their importance with regard to the variables placed in the category of "consequence" or outcomes. Taking an overall view the table 21 would reveal that if the predictor variables could be allowed to be ranked on the basis



of frequency of their occurrence in the twelve MRA equations that were calculated, the variables in a descending order, could be ranked as follows Entrepreneurial orientation, leadership style, organizational climate and organizational structure (both had equal ranks, and therefore could be taken as occupying the third rank), and the quality of working life. In terms of implications, it may be suggested that dominant coalition might be advised to put premium on the variables in this order of hierarchy for enhancement in the magnitudes of the organizationally relevant variables that were put in the category of outcome variables in the present research, and that are usually considered to be of positive value in most organizational dynamics. This is not to say that they must adhere to the prescriptions based on the results of the present study in toto but no major harm is expected to be done by giving it a try when it comes to intervening in the organizational dynamics in term of "antecedent" variables.

Summary of the results based on the t-test It would be recalled that the t-ratios were computed to see the average differences across the factors of ownership, and hierarchy separately. The obtained results showed that three variables differed significantly on an average across ownership. That is to say that organizational climate, organizational effectiveness, and job satisfaction were found to be present in higher average magnitude in the private organizations compared to the public sector organizations. As mentioned earlier, these variables are usually regarded as desirable

ones, and since the public sector organizations appeared to be lagging behind on these counts, a suggestion might be made that public organizations should try to improve in terms of climate, effectiveness and satisfaction

The  $t$ -ratio calculated across the hierarchical levels revealed that only one out of the possible nine  $t$ -ratios turned out to be significant. It was found that the entrepreneurial orientation was reported to be present in higher average magnitude among the upper level executives ( $M = 47.71$ ,  $SD = 8.40$ ,  $n = 129$ ) than the lower level executives ( $M = 45.74$ ,  $SD = 7.93$ ,  $n = 141$ ,  $t = 1.98$ ,  $p > .05$ )  
(268)

Considering that the entrepreneurial orientation had emerged most frequently as a significant predictor of almost all the desirable outcome variables, it may be a matter of concern for the dominant coalition to note that on an average the lower level executives lagged behind the higher level executives in terms of entrepreneurial orientation. The dominant coalition would be well advised to take note of this finding and initiate necessary steps to enhance the entrepreneurial orientation among the lower level role incumbents.

#### The profiles of the less and more effective organization

It could be interesting to provide for a visual representation of the "profiles" of the less and more effective organizations in the sample, in terms of the average scores on all the variables included in this study. This in some sense would also indicate the association of various variables with less and more effective organizations. To achieve this end the

mean scores of organizational effectiveness based on the 11 organizations in the sample were calculated. After having calculated an one-way analysis of variance ( $F = 2.02$ ,  $(10, 259)$ ,  $p < .05$ ), an internal mean comparison was made using the Newman-Keuls method (Winer, 1962, p. 80). The results showed that organization no. 9 was rated highest ( $M = 14.83$ ) and the organization no. 1 was rated to be lowest ( $M = 10.04$ ) on organizational effectiveness in terms of the mean scores. Table 22 and figure 5 present the means of all the variables. In order to have the depiction in a comparable manner the means of variables were "adjusted" by dividing the actual means by the number of questionnaire items constituting the scale measuring the particular variables. This was done so that the adjusted means would always range between 1 and 5 irrespective of the number of items they have been based on. It may be noted that although the classification of less and more effective organization was based on organizational effectiveness only, the mean of this variable is also included just in order to complete the list of variables.

Although not in strict technical and statistical sense but just going by the crude differential magnitudes of averages it would appear that the more effective organization (organization no. 9) had relatively higher average magnitudes of quality of work life, organizational climate, personal effectiveness, and entrepreneurial orientation. A look at the figure 5 would give a corresponding profile of organization no. 9. However, it is not very easy to decipher

**Table 22**

Means and "Adjusted Means" of all the Variables for the  
Organizatin no 1 and Organization no 9 on Organizational  
Effectiveness

	Org No 1	"Adjusted means"	Org No 9	"Adjusted means"
QWL	164 4	2 45	169 75	2 53
OCm	13 28	3 32	10 04	2 51
OS	33 52	3 05	33 08	3 01
LS	51 32	3 21	46 5	2 91
OC	80 6	2 99	83 88	3 10
PE	10 6	2 65	13 5	3 38
OE	10 04	2 51	14 83	3 71
JS	57 36	3 19	45 41	2 75
EQ	47 2	3 15	48 70	3 25

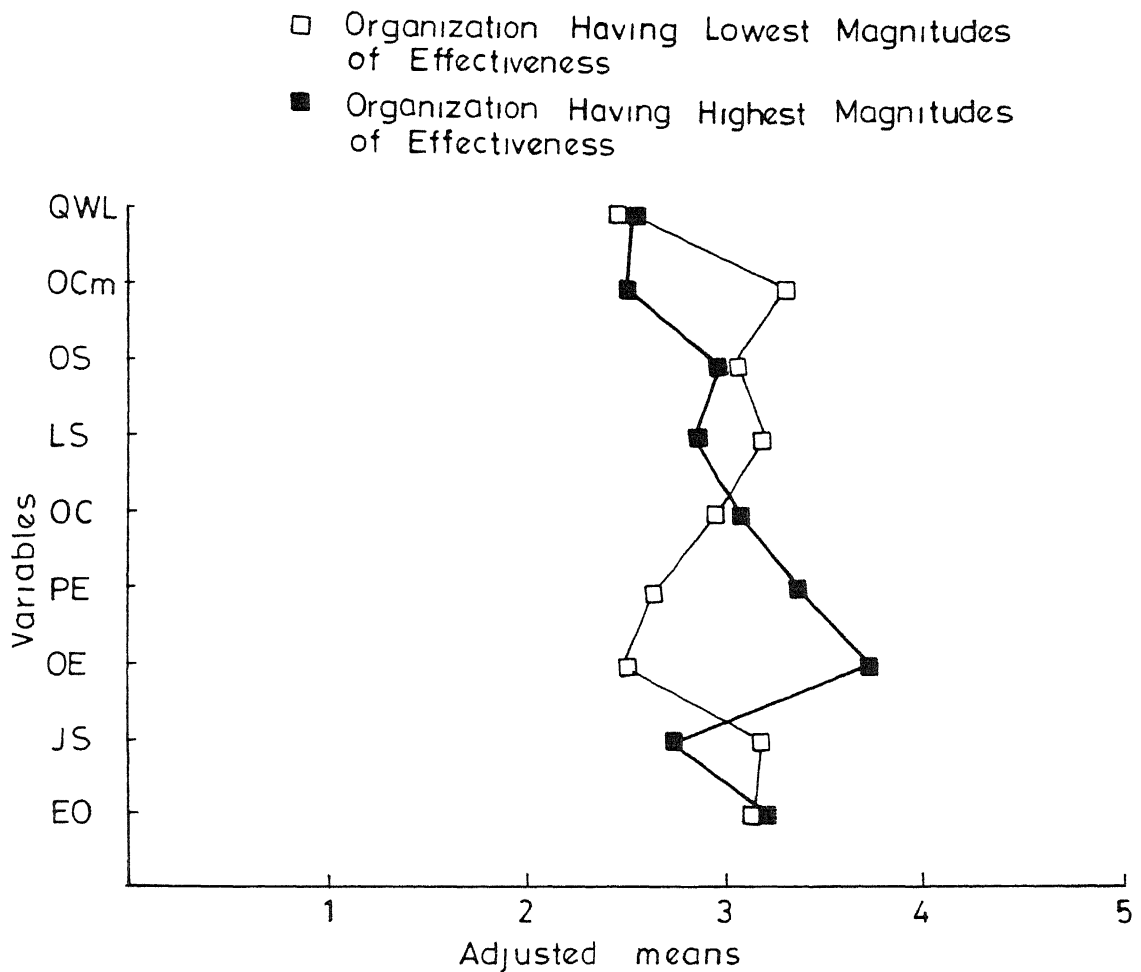


Figure 5 Mean differences on significant variables differentiating organizations having lowest and highest magnitudes of effectiveness (refer to the list of abbreviations for meanings of abbreviations on vertical axis)

as to why the less effective organization (organization no 1) should be high on organizational commitment, leadership style, and job satisfaction. An untested hypothesis could be that in less effective organizations the pace of existence could be rather slack and therefore the work force does feel like leaving the organization (which gets translated into organizational commitment and job satisfaction), and may be participation emphasizing leadership is construed as a congenial leadership which emphasizes but only the bare minimum performance levels. However, the idea needs testing, especially in the light of the fact that the  $t$ -ratios between the means of quality of work life, organizational structure, organizational climate, and entrepreneurial orientation were not significant between organizational and organization 9.

## Chapter 4

### Summary and Conclusion

The present work was basically exploratory in nature. It sought to bring out the relationships between the two categories of variables which could broadly be classified as the "antecedent" and the "consequence" (although not in strict technical sense)

In both the categories mentioned above, two levels of variables were included, organization level, and person level. In the "antecedent" category, the organization level variables were leadership style, organizational climate, quality of working life, and organizational structure. The person level variable in this category was entrepreneurial orientation.

In the "consequence" category, the organization level variable was organizational effectiveness. The person level variables in this category were personal effectiveness or job performance, organizational commitment, and job satisfaction.

After the data were collected, the analyses of various kinds suggested that not all the variables, with which the investigator had desired to proceed, could be retained, neither a multivariate perspective was making sense with the data at hand. With further exploration and interviews with a segment of the sample of respondents made it apparent that the reasons behind the problematic data pattern could be several. However, the investigator felt convinced that although many more subsequent studies on diverse samples would

be warranted before drawing any definitive conclusion, one of the major reasons could be the fuzzy approach with which the Indian executives tend to view the work setting even today. By this what is meant is that since work place is at a lower priority in several cases, they probably do not have a crystal cut notion of what should consist of which aspect, what are the "proper" things to have, and where and in what combinations to have them, so as to make the work place a worthwhile place both for personal as well as for the organizational growth. In other words, due to relative lack of concern toward work sphere compared to off-the-work sphere of life, the executives seemed to lack the organizational sense of 'propriety'. That is to say that a person concerned with quality of general life may exactly know which one of the four walls is most suited for putting a wall clock or wall hanging, the person even may distinguish meticulously between the exact modalities of behavior required at different places and with different persons. However, the same person may not be so meticulous at his work place probably because the work place holds just an instrumental value to support off-the-job activities of perference.

One would not exactly know whom to blame but there may be a cyclical relationship between the lack of work concern on the part of the role incumbents, and the lack of concern toward work place on the part of the managerial cadre involved in decision making. If one compares the ranking of the "adjusted" mean scores of the variables (Table 23) then it



Table 23

Results Showing the Ranks of "Adjusted" Means of Variables  
Corresponding Private to Overall, Private and Public, and Public  
to over<sup>all</sup> Sample Responses

Variables	Overall sample		Public sector		Private sector	
	"Adjusted means"	Rank	"Adjusted means"	Rank	"Adjusted means"	Rank
1 Leadership style	3.02	6	3.00	7	3.03	5
2 Organizational climate	3.03	7	2.89	3	3.15	7
3 Quality of working life	2.60	1	2.65	1	2.56	1
4 Organizational structure	2.96	4	2.94	5	2.99	3
5 Entrepreneurial orientation	3.11	8	3.05	8	3.16	8
6 Organizational effectiveness	3.25	9	2.91	4	3.10	6
7 Personal effectiveness	3.01	5	3.26	9	3.24	9
8 Organizational commitment	2.95	2	2.86	2	3.01	4
9 Job satisfaction	2.94	3	2.96	6	2.95	7

(Table continues)

Table 23 (continued)

<u>"Independent" and "Dependent" Variables Ranked Separately</u>						
<u>"Independent" or Predictor variables</u>						
Variables	Overall sample "Adjusted Rank means"		Public sector "Adjusted Rank means"		Private sector "Adjusted Rank means"	
Leadership style	3 02	3	3 00	4	3.03	3
Organizational climate	3 03	4	2.89	2	3.15	4
Quality of working life	2 60	1	2 65	1	2.56	1
Organizational structure	2 90	2	2 94	3	2 99	2
Entrepreneurial orientation	3 11	5	3 05	5	3 16	5
<u>"Dependent" or criterion variables</u>						
Organizational effectiveness	3 25	4	2 91	2	3 10	2
Personal effectiveness	3 01	3	3 26	4	3 24	4
Organizational commitment	2 95	1	2 86	1	3 01	1
Job satisfaction	2 94	2	2 96	3	2 95	3

becomes apparent that most of the variables that could make a work place a worthwhile place ranked lower, such as organizational structure, organizational commitment, job satisfaction, and quality of working life in the overall sample. The patterns of ranks were not markedly different even when the "independent" and "dependent" variables were ranked separately. The quality of working life ranked lowest across all the three samples (Table 23). The rank order correlations computed between the means of the variables for the three samples showed that the hierarchical pattern of the means across the three samples could be treated as reasonably correlated (correlations between overall and public sample responses was 60, between overall and private sample responses was 61, and between public and private sample responses was 73), however, technically speaking only the last ( $r = 0.73$ ,  $p < .05$ ) correlation coefficient could be treated as significant.

Further, the rank order coefficients of correlation computed between the means of "independent" and "dependent" variables separately, across the three samples showed the following. In the set of independent variables the pattern of means was very highly correlated ( $\rho = 1.00$ ). Similar was the case with regard to the means of public and private sector samples in the set of dependent variables ( $\rho = 1.00$ ).

This probably indicated that the hierarchical pattern of the means of dependent measures were similar between public and private sector organizations. Therefore, the dominant

coalition probably may take similar steps for intervention without much regard to the ownership consideration so far as the dependent measures are concerned. Similar suggestion may not however be advanced in case of independent measures considered separately. This was an indication that the pattern of the average magnitudes of the variables was not very different between the public and private organizations. Infact the shared variance could be taken to be about 53 per cent (square of the correlation coefficient between public and private sectors' average responses). Despite this similarity of pattern of average magnitudes, coming to the average difference between public and private the two sectors differed in terms of averages on organizational effectiveness indicating that private sector organizations might be treated as more effective in terms of the operationalization of effectiveness in the present research. The private sector organizations also significantly scored higher (as evidenced by t-ratios, Table 8) on organizational climate and job satisfaction. Organizational effectiveness, organizational climate, and job satisfaction, all three of them may be treated as desirable variables on which the private sector organizations scored higher on an average. Hence, it may be suggested that the private sector organizations seem to be in an advantageous position and the dominant coalition of the public sector organizations may take note of it, and may try to improve on these counts. Going by the bivariate relationships, the organizational effectiveness appeared to be

correlated with organizational climate and job satisfaction (Table 5), and therefore the dominant coalition may wish to place emphasis on increasing the quality of organizational climate and make efforts to improve upon job satisfaction as well. Organizational climate figured as a relevant predictor of organizational effectiveness even in the three multiple regression analysis (Table 24)

The study suggested that certain "outcomes" were associated with certain "antecedent" variables. However, the specifics of the relationships might differ depending on whether one is considering the things in an overall sense, for private sector or for public sector. Details of such specific relationships are summarized in Table 24 which basically depicts the per cent of variance shared by the individual predictor variables with the criterion variables in the three types of MRA equations. The greater details can be had from Table 24, however, in some sense the organizational dynamics may be understood at two levels as has been mentioned earlier also, namely organizational level and person level. Correspondingly the organizational effectiveness and personal effectiveness may be taken to be the major "consequence" variables against which the strength of association of the "antecedent" variables could be evaluated. A relook is proposed to be taken at these two criteria and their predictor variables in the three kinds of group and subgroups of responses.

Table 24

Results Showing at a Glance all the Multiple Regression Results

	Organizational Effectiveness	Personal Effectiveness	Organizational Commitment	Job satisfaction
Entrepreneurial Orientation		11		12
Leadership style			18	11
Organizational Climate	12			8
Organizational Structure	06			3
Quality of Working Life			03	4
Total	18	11	21	34
<u>Private Sector</u>				
	OE	PE	OCm	JS
Entrepreneurial Orientation	09	07	14	13
Leadership Style			13	30
Organizational Climate	06	07		
Organizational Structure				06
Quality of Working Life				
Total	15	14	27	49
<u>Public Sector</u>				
	OE	PE	OCm	JS
Entrepreneurial Orientation		13		14
Leadership Style			20	
Organizational Climate	11			
Organizational Structure	09			04
Quality of Working Life				08
Total	20	13	20	26

The overall sample. The MRA with organizational effectiveness as the criterion showed that organizational climate and organizational structure were the significant predictors. For personal effectiveness the entrepreneurial orientation was the significant predictor. Thus in an overall sense, organizational climate, organizational structure, and entrepreneurial orientation should be treated as the variables having reasonably good strength of association with effectiveness. Hence a recommendation is made to maintain or create "better" climate and structure, and screen in or train the role incumbents for an enhanced state of entrepreneurial orientation incumbents. The private sector organizations appeared to be scoring higher in terms of average effectiveness scores (Tables 8 and 12). Although the variables included in this study by no means might be taken as sufficient to fully understand either the dynamics or the extent of effectiveness at the organizational level, nevertheless it may be pointed out that, other things remaining the same, the dominant coalition of the public sector organizations may need to take note of this finding even if it is only indicative or symptomatic in nature.

The private sector The significant predictors of organizational effectiveness were entrepreneurial orientation and organizational climate. As for the personal effectiveness, the same two variables were the significant predictors. This indicated that the dominant coalition of private sector organization may take special note of the

findings, and pay special attention to the quality of entrepreneurial orientation among the employees, and organizational climate. The private sector organizations appeared to be scoring higher in terms of average effectiveness scores compared to the public sector organizations (Tables 8 and 12) and therefore the dominant coalition of the private sector may not be very mistaken if they take pride in being more effective.

The public sector The predictors of organizational effectiveness in this case were organizational climate and organizational structure, whereas for personal effectiveness the entrepreneurial orientation alone appeared to be significant predictor. Thus, for effectiveness, the dominant coalition of the public sector organizations may be advised to take into consideration the strength of association of effectiveness with organizational climate, organizational structure, and entrepreneurial orientation, and try to increase the magnitude of these predictor variables. Also since the public organizations scored low on both organizational and personal effectiveness (Tables 8 and 12), the dominant coalition of public sector organizations may be advised to be alert on this account although admittedly the goals and functions of public organizations might be different from those of the private sector organizations.

To sum up, this research sought to explore the relationships among some of the organizationally relevant variables in order to look for the prospects of enhancing



certain consequence variables considered to be important. The data came from 270 executives from work organizations located in Uttar Pradesh and Gujarat states of India encompassing chemical and fertilizers, engineering, and textiles industrial sectors. The analyzed data pattern and subsequent interviews with a segment of the sample indicated that adopting a multivariate stand would be likely to lead to difficult-to-interpret pattern of results from behavioral science perspective. Consequently the multivariate perspective had to be dispensed with even at the cost of losing on technical and statistical sophistication. It was argued that getting to the reality should get priority over technical sophistication. The results showed that the variables expected to be highly relevant on the basis of western literature did not turn out to be all that potent in the present research. In fact one would have expected that the quality of working life would come on top for most "dependent" variables (consisting of organizational commitment, organizational effectiveness, personal effectiveness, and job satisfaction). However, most surprisingly it turned out to be one of the least potent variables. Equally surprisingly, the entrepreneurial orientation turned out to be the most frequent, and sometimes potent also, predictor of all the "dependent" variables in at least one of the three MRA equations that were being calculated for each of the dependent measures.

The pattern of findings, it appears, is different from what generally might be expected. However, considering the

general value systems, working patterns, and the place of work in an "average" executive's life, the results may not be beyond comprehension in Indian setting. Considering that the Indian work force lacks in terms of a clear cut idea about the work place, work values, and places more premium on the aspects of life other than work, it should not be surprising that the persons who have high entrepreneurial orientation contribute toward greater organizational and personal (indexes of) well being.

As has been mentioned earlier also, several more studies may be warranted before arriving at any definite conclusion. Nevertheless the pattern of results indicate that there may be a possibility that the Indian realities of life as well as the organizational membership may be behind the exact pattern of relationship presently obtained. The ranks in Table 21 suggest that entrepreneurial orientation, in a way, may be considered as the most important, and the quality of working life may be the least important of the predictor variables. This indicate (may be just indicates and does not confirm) that what McClelland (1961) had contended a long time back could be true. McClelland contended that societies consisting of people with high need for achievement would be more prosperous. Entrepreneurial orientation is something that comes quite close to high need for achievement. A person high on this orientation may be expected to take initiative, medium risk, and prefer accurate modes of evaluation and feedback. Indian value system and sociocultural milieu is supposed to

make for lack of initiative, and preferences for inertia, avoiding risks, and imprecise modes of evaluation and feedback. Although not much empirical studies are available to support this contention apart from preference for inertia (or Aram value, Sinha, 1980), but most people familiar with the Indian setting should tend to agree with the contention. Granting that this is true, it should not be surprising that against a backdrop dominated by people with above mentioned characteristics, an organization consisting of a work force high on entrepreneurial orientation should do better in terms of effectiveness, commitment, and satisfaction.

It is a pity that a variable like quality of working life which is made out to be such a powerful variable in the western literature, did not emerge as a more salient variable (although it did emerge in three of the twelve MRA equations as a significant predictor). One reason for this may be that there might not have been enough premium on quality of working life in the organizations. This contention is supported by the lowest rank (in terms of average magnitude) of quality of working life across all the three samples of responses (i.e., overall, public, and private, Table 23). In a survey research, there is an inherent difficulty that if a variable does not exist in sufficient magnitude in the sample, its relationship with other variables may become difficult to examine or explore. Nevertheless, considering that the quality of work life is widely regarded as an important variable that may act toward the wellbeing of the

organizational dynamics in general, the dominant coalition might as well do something to improve the quality of working life in the organizations

Taking a stock of the pros and cons, and gains and costs of this study, it appears that the study has been successful in pointing toward a need to understand the organizational dynamics in India in its very own cultural and situational context. The results might be treated to be in tune with what one might expect in India but the results in some sense were not on the lines that a westerner would have expected

### Implications of the Study

The results of the study suggest that there could be certain useful implications of the study. Some of them could be as follows

1 First and foremost, from the point of view of a researcher, implication would be that a technically sophisticated multivariate approach may not always be worthwhile a stand to take. At times the data pattern and the situational realities may warrant univariate (or bivariate) conceptualizations and interpretations

2 The cross cultural and cross situational differences may result in a pattern of results different from those expected on the basis of existing literature, but one should not hesitate in accepting the situation specific results and acting on the basis of them

3 The specifics of organizational dynamics might differ depending upon whether the sample under consideration is

private sector organizations, public sector organizations or a mixed one. Accordingly the decision makers may be advised to take a look at the specifics of the results and base their policy formulations keeping in mind the sectorial affiliations of the organizations they are dealing with, that is public, private, or overall.

### Limitations of the Study

If one looks at the methodology and interpretation of the results from a critical view point, one may realize certain limitations, especially in the context of the methodology used, and generalizability of the findings.

1 Univariate methods instead of multivariate ones were used which made the study a less sophisticated one

2 The sequencing of the variables was done for conceptual classification rather than for actual one

3 No "objective" criterion was met for the measurement of some of the outcome variables (e g , job performance and organizational effectiveness)

4 Some more variables could be included in the study other than those used in order to get a better picture of personal and organizational outcomes, and the organizational dynamics as a whole

5 The sample itself posed certain limitation toward wider generalizability of the findings. A more comprehensive and stringent sampling could have been worthwhile for a better understanding of the variables for generalization purposes

### Suggestions for future Research

The results which were obtained in this study, and keeping in mind the limitations of this research project, some possible suggestions which may be offered for future research are the following

1 Methodologically, one may try taking the construct using the multidimensional and multivariate approach in conceptualization and treatment of the variables, if possible

2 The same type of research may be taken up with other types of organizations such as differing product mix organization, military organizations, and service organizations such as hospitals etc

3 The study may be extended for respondents belonging to other hierarchical levels not included in this study.

4 The longitudinal design might be used if one can afford it

5 The phenomenon of outcome (individual as well as organizational) should ideally be approached by the scholars of widely varying disciplines such as sociology, and organizational behavior area.

6 One may use objective measures of certain outcomes together with subjective measures as well for a better understanding of the phenomena It would help to clear the doubts or confusions on several interdisciplinary points of conflict when one wants to conceptualize the construct, and to interpret the results of a study like the present one

7        The present work was exploratory in nature and sought primarily to explore just the relationship between the two category of variables which were broadly classified as the "antecedent" and the "consequence" variables. It must be clearly understood, however, that the variables were not meant to be arranged in any kind of model having any causal linkages. The future research endeavours could gainfully incorporate the causal modelling with the existing (those included in this study) or more variables.

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## Appendix A

### Measures Used in the Study

Below are given some statements Please read them carefully and put a number of your choice from the codes. Use the following codes to respond

- 
- 1 = (True) to almost no extent
  - 2 = (True) to a little extent
  - 3 = (True) to a moderate extent
  - 4 = (True) to a considerable extent
  - 5 = (True) to a very great extent
- 

#### Form 1: Entrepreneurial orientation questionnaire.

- 1 Given that professional situations vary from low and moderate to high risk, I prefer to work in situations of moderate risk
- 2 I prefer to work in a situation where feedback of the performance is provided
- 3 I prefer to work in a situation where responsibility is given to me rather than where responsibility may not be pin pointed
- 4 I try to mobilize the resources in work situations
- 5 I make constant effort for growth in the work endeavour
- 6 I try to evolve new methods of production
- 7 I try to search for a new market area
- 8 I am competitively oriented

- 9 I make constant effort to progress in the work situation
- 10 I believe that only a person with specialized training should occupy the respective office
- 11 I believe that rules and regulations of the organization should be strictly followed
- 12 I believe that members of administrative staff should be completely separated from ownership of the means of production.
- 13. I believe that administrative acts, decisions and rules must be formulated and recorded in writing
- 14 I believe that all communications and transaction among the employees should be through proper channel
- 15 I follow the principle of hierarchical control of work activities

FROM 2. Leadership style questionnaire Kindly describe the person to whom you report directly (your immediate supervisor/boss)

- 1 Is your supervisor strict about observing regulations?
- 2 To what extent does your supervisor give you instructions and orders?
- 3 When your supervisor gives you assignments does he set clear time limits for completing the work?
- 4 Does your supervisor urge you to complete your work by the specified time?
- 5 Does your supervisor try to make you to work to your maximum capacity?

- 6 Is your supervisor strict about the amount of work you do?
- 7 When you do an adequate job does your supervisor focus on the inadequate way the job is done instead of your personality?
- 8 Does your supervisor know anything about the machinery and equipment you operate?
- 9 Does your supervisor ask you for reports about the progress of your work?
- 10 Does your supervisor let you know about the plans concerning the work you are to do each day?
- 11 Are there times when your working time is wasted because of inadequate planning and organizations on the part of your supervisor?
- 12 How precisely does your supervisor work out plans for goal achievement?
- 13 When an unpleasant atmosphere develops in the work place, does your supervisor do anything to remove it?
- 14 Can you talk freely with your supervisor about your work?
- 15 When you ask your supervisor to improve the facilities needed for your work, does he try to fulfil your request?
- 16 Generally, does your supervisor support you?
- 17 Is your supervisor concerned about your future benefits like promotions and pay raises?

- 18 Is your supervisor concerned about your personal problems?
- 19 Do you think your supervisor trust you?
- 20 Does your supervisor give you recognition when you do your job well?
- 21. When a problem arises in your work place, does your supervisor ask your opinion about how to solve it?
- 22 Does your supervisor try to understand your viewpoint?
- 23 Does your supervisor treat you fairly?
- 24. Is your supervisor friendly toward you?

FORM 3. Organizational Climate questionnaire Please describe your organization (or your work unit if organization is not applicable in your case) on the following dimensions

- 1 The main concern of people here is to help each other develop greater skills for achievement of the organization
- 2 People here have high concern for one another and help each other spontaneously when such help is needed
- 3 The organization willingly takes a chance on a good idea
- 4 The organization prefers novel than slow, safe, and sure approach
- 5 The organization encourages general orientation towards risk taking
- 6 The organization takes some pretty big risks occasionally to keep ahead of the competition

- 7     Around here there is a feeling of pressure to improve the personal performance
- 8     Employees are free to set their own performance goals in the organization
- 9.    Decision making in this organization is too cautious for maximum effectiveness
- 10.   Management does everything to ensure the wellbeing of the employees
- 11    Achieving goals or target set or excelling them is the main concern here
- 12    Relevant information is made available to all those who need it, and can use such information for achieving high performance
- 13    Consolidating one's own personal position and influences seem to be the main concern here
- 14    Most of my normal daily activities in the organization have rules and prodedures stating the way I am to perform them
- 15    The maintenance of organizational norms and policies are the main criteria of success
- 16    Union management relations are cordial
- 17    Any job or policy related information is communicated to employees through established channels
- 18    In resolving conflicts appeal is made to principles and organizational ideals
- 19    Those who can achieve results are highly trusted

- 20 Knowledge and expertise are recognized and rewarded here
- 21. The specialists and experts are highly trusted here
- 22 The ability to get along well is highly rewarded here
- 23 Around here there is a feeling of pressure to improve the goal performance
- 24 In this organization people are rewarded in promotion to the excellence of this job performance
- 25 If you make a mistake in this organization you will be punished
- 26 In this organization the rewards and encouragements you get usually outweigh to threats and the critics
- 27 One of the problem in this organization is that individuals won't take responsibility
- 28 You won't get ahead in this organization unless you stick your neck out and try things on your sometimes
- 29 Our philosophy emphasizes that people should solve their problems by themselves
- 30 We do not rely too heavily on individual judgement in this organization, almost everything is double checked

FORM 4 Organizational structure questionnaire. Please indicate that to what extent these are true for you and your organization

- 1 I cannot do anything here until my supervisor(s) approve(s) of it
- 2 If I want to make my own decisions I would be quickly discouraged here

- 3 Even small matters have to be referred to someone higher ups for a final answer.
- 4 I have to ask my boss before I do almost anything
- 5 Any decision I make has to have my boss's approval
- 6. I feel that I am my own boss in most matters
- 7 I can make my own decisions without checking with anybody else
- 8 How things are done is left up to me
- 9. I am allowed to do almost as I please
- 10 I make my own rules on the job
- 11 I am constantly being checked on for the rule violations
- 12 I feel that people are constantly being watched to see that they obey all the rules
- 13 Whatever situations arises I have procedures to follow in dealing with it
- 14 This organization keeps written records of my job performance
- 15 I have to follow strict operating procedures at all times
- 16 One thing that I like around here is the variety of my work
- 17 My job have something new happening everyday
- 18 I have to do the same job everyday
- 19 I have something different to do everyday



FORM 5: Quality of working life We are interested to know that to what extent the following aspects are present in your job Now please indicate your choice

- 1 Interesting work
- 2 Quick feedback of my performance on job
- 3 Adequacy of authority to do my job.
- 4 Prohibition from doing the things that I am best able to do
- 5 Opportunities to develop my special abilities
- 6 Freedom to decide how to do my work
- 7 Friendliness in my supervisor(s)
- 8 Friendliness in my coworkers
- 9 Friendliness of my subordinates
- 10 Good chances to make friends on my job
- 11 Helpfulness in my coworker(s)
- 12 Helpfulness in my supervisor(s)
- 13 Helpfulness in my subordinates
- 14 Concern of my supervisor(s) for me
- 15 Concern of my coworker(s) for me
- 16 Concern of my subordinates for me
- 17 Sufficiency of my salary to live with
- 18 Economic independence (from the income of any other family members/friends) in routine expenditure
- 19 Convenience of travel to and from my work place
- 20 Adequacy or sufficiency of information to get the job done

- 21 Adequacy of competence of my supervisor to guide me on the job
- 22. Clarity of my definition of my responsibility
- 23 Adequacy of provision of help and equipment to get the job done
- 24. Adequacy of competence of my coworker(s) to accomplish their job
- 25 Adequacy of competence of my subordinate(s) to accomplish their job
- 26 Ability of my supervisor(s) to bind people to work together
- 27 Adequacy of job security
- 28 Stability and credibility of my company
- 29 Opportunities to work with and meet various type of people in connection with my job
- 30 Cooperativeness of fellow employees with me in getting the job done
- 31 Amount of team work among the members of my unit on the job
- 32 Contribution of my work to my personal satisfaction
- 33 Frequency of my helping those who have problems on the job
- 34 Enthusiasm of the members of my unit toward job accomplishment
- 35 Adequacy of facilities for relaxation in my work unit
- 36 Cleanliness of physical surroundings

- 37 Pleasentness of physical surroundings
- 38 Adequacy of time allocation to me for getting a particular job done
- 39 Personal freedom from conflicting demands that some people seem to be putting on others (R)
- 40 Pressure for doing excessive amount of work (R)
- 41 Availability of time to take enough care of personal problems even ehile on job (R)
- 42 Unnecessarily questioning attitude of my supervisors during the work time (R)
- 43 Pressure by the demands of job assignment (R)
- 44 Encouragement of my independence in work
- 45 Frequency of being made known - why a job is done the way it is done
- 46 Adequacy of my training by the organization/unit for my job
- 47 Opportunities to learn new things on the job
- 48 Opportunity to grow as a professional by virtue of the nature of the task I do
- 49 Variety of work that I have to do in my job
- 50 Fairness of my salary/remuneration (considering what other comparable persons are paid in this or othe organization)
- 51 Fairness in handling promotion(s) (based on ability and performance)
- 52 Chances of my getting promotion(s) in time in my job

- 53 Personal annoyances being taken care of
- 54 My transferability within the different sections (or different branches), in this organization
- 55 People's positivity of attitude toward my work
- 56 Amount of care by the organization about employees' human needs
- 57 Organizational support to workers in times of emergency
- 58. Adequacy of paid vacations and time off (like LTC, sick leave benefits etc ) in this organization
- 59 Convenience of my working hours
- 60 Freedom to choose my working hours (e g , between day and night shifts)
- 61 Opportunities for my educational advancement
- 62 Treatment with respect by supervisors
- 63 Supervisors confidence in my abilities
- 64 Management faith in me
- 65 Flawlessness of communication across all levels of hierarchy
- 66 Flawlessness of communication between managers and employees
- 67 Proper recognition by the management for the work I do
- 68 Competence of management to deal with its employees' problems in a way that most problems are settled down amicably

- 69 Opportunity to participate and contribute in planning and decision making relevant to my work unit
- 70 Availability of equal opportunities for all to grow and develop their abilities
- 71 Importance of work in my total life space
- 72 Relevance of my work for the society.
- 73 Amount of depression I feel with my supervisor(s) on the job (R)
- 74 My exploitation by my supervisors on the job (R)
- 75. Chances of my present work leading to good future work opportunities
- 76 My influence over other people in my job
- 77 Prestige of my job in this organization
- 78 My overall amount of satisfaction with the quality of my working life

FORM 6 Organizational effectiveness questionnaire. How effective is your organization as a whole at -

- 1 Running things smoothly with minimum of confusion
- 2 Getting things done as it is supposed to be done
- 3 Helping those people who work there to get their job done
- 4 Coping with unexpected problems

FORM 7 Personal effectiveness questionnaire How effective are you at -

- 1 Getting things done on the job
- 2 Helping yourself out to get things done on the job
- 3 Arranging for work to go as smoothly as possible

-- 4      Coping with unexpected problems

FORM 8: Organizational commitment questionnaire. Please  
indicate your views on the following aspects.

- 1      I am quite proud to be able to tell people who it is I  
work for
- 2      I sometimes feel life leaving this organization for  
good.
- 3      I am willing to put out myself just to help the  
organization
- 4.      Even if the organization is not doing too well  
financially, I would be reluctant to change to another  
employer
- 5      I feel myself to be an integral part of the  
organization
- 6      The offer of a bit more money with another employer  
would not seriously make me think of changing my job
- 7      In my work I like to feel I am making some effort not  
just for myself but for the organization as well
- 8      I would not recommend a close friend to join our  
organization or company
- 9      It would please me to know that my own work had made a  
contribution to the good of the organization

FORM 9    Job satisfaction questionnaire      How satisfied  
are you with

- 1      Physical work conditions
- 2      The freedom to choose your own method of working.
- 3      Your fellow workers

- 4     The recognition you get from good work
- 5     Your immediate boss
- 6     Amount of responsibility you are given
- 7     Opportunities to use your abilities
- 8.    Industrial relations with workers and managers
- 9.    Your rate of pay
- 10    Your chances of promotion
- 11.   The way your firm is managed
- 12    The attention paid to suggestions you make
- 13    Your hours of work (in terms of duration, in terms of  
          convenience)
- 14    The amount of variety in your job
- 15    Your job security
- 16    Opportunity to help others with personal problems at  
          work
- 17    Chances to learn new things
- 18    Power and prestige in the job
- 19    Opportunity to make decisions
- 20    Opportunity to achieve something worthwhile
- 21    Now taking everything into account, how satisfied do  
          you feel about the job as a whole

Appendix B  
Summary of Item Analysis Results

Table B1

Item Analysis of Entrepreneurial Orientation Questionnaire

Correlation matrix																
Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Item total correlation
1	100															36
2	35	100														42
3	11	32	100													40
4	30	21	17	100												58
5	26	23	28	40	100											38
6	20	25	20	20	25	100										44
7	12	21	12	23	10	37	100									38
8	20	22	20	22	25	13	39	100								39
9	16	18	28	28	23	31	18	20	100							44
10	22	17	17	34	18	20	16	14	22	100						45
11	20	22	17	30	17	13	18	32	14	32	100					41
12	09	20	22	30	14	21	17	17	26	25	26	100				40
13	06	17	24	26	09	13	15	15	30	28	14	29	100			38
14	16	18	20	38	18	18	13	16	33	30	27	19	37	100		45
15	28	20	25	37	20	36	20	26	26	29	25	23	24	35	100	52

Items have been omitted

Standardized item alpha = .81



be warranted before drawing any definitive conclusion, one of the major reasons could be the fuzzy approach with which the Indian executives tend to view the work setting even today. By this what is meant is that since work place is at a lower priority in several cases, they probably do not have a crystal cut notion of what should consist of which aspect, what are the "proper" things to have, and where and in what combinations to have them, so as to make the work place a worthwhile place both for personal as well as for the organizational growth. In other words, due to relative lack of concern toward work sphere compared to off-the-work sphere of life, the executives seemed to lack the organizational sense of "propriety". That is to say that a person concerned with quality of general life may exactly know which one of the four walls is most suited for putting a wall clock or wall hanging, the person even may distinguish meticulously between the exact modalities of behavior required at different places and with different persons. However, the same person may not be so meticulous at his work place probably because the work place holds just an instrumental value to support off-the-job activities of perference.

One would not exactly know whom to blame but there may be a cyclical relationship between the lack of work concern on the part of the role incumbents, and the lack of concern toward work place on the part of the managerial cadre involved in decision making. If one compares the ranking of the "adjusted" mean scores of the variables (Table 23) then it

Table B3

## Item Analysis of Organizational Climate Questionnaire

Items	Correlation matrix															Item total correlation
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1	100															39
2	31	100														34
3	23	28	100													43
4	26	12	32	100												39
5	26	27	24	31	100											41
6	24	21	25	06	34	100										43
7	12	12	18	21	18	34	100									43
8	16	23	37	36	30	23	24	100								41
9	21	17	19	15	19	25	14	19	100							39
10	33	29	34	22	28	34	22	22	26	100						47
11	27	22	26	26	26	23	36	28	20	28	100					51
12	17	26	17	14	20	31	37	17	27	22	26	100				49
13	13	-01	03	27	10	09	06	13	28	18	16	18	100			30
14	34	14	20	20	30	19	13	10	17	25	26	19	26	100		45
15	30	24	25	22	25	23	25	24	16	30	44	30	06	32	100	52
16	09	11	21	24	15	24	30	15	14	33	16	32	13	17	30	41
17	16	11	18	24	21	20	28	13	25	21	34	22	20	36	27	49
18	21	13	30	25	21	35	33	26	18	33	29	27	18	27	28	53
19	24	16	29	22	16	20	21	16	24	22	33	21	15	26	34	48
20	11	15	20	11	24	24	17	15	25	23	19	23	10	26	30	44

(Table continues)

Table B3 (continued)

Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Item total Correlation
21	17	08	25	16	11	15	23	16	23	10	27	30	11	25	29	45
22	15	12	17	20	13	16	29	21	15	16	20	31	18	28	30	49
23	16	15	10	11	07	18	15	16	11	13	27	16	21	20	28	40
24	13	22	15	19	13	17	14	23	12	22	23	23	14	14	21	45
25	20	-00	20	16	13	06	12	09	07	06	23	25	17	22	29	36
26	-02	-04	05	08	07	07	03	11	06	09	05	07	12	05	15	21
27	-05	10	-00	-00	00	11	06	03	22	09	06	13	18	07	-02	22
28	-06	15	02	11	14	02	13	13	14	07	08	11	13	09	07	25
29	24	17	18	-01	04	15	14	17	14	16	21	21	02	16	18	34
30	10	20	18	06	22	21	18	15	11	15	19	32	13	26	19	34

(Table continues)

Table B3 (continued)

Items	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
16	100														
17	29	100													
18	23	31	100												
19	14	22	42	100											
20	17	31	27	35	100										
21	23	35	34	23	40	100									
22	22	30	31	40	23	41	100								
23	18	24	22	21	26	14	25	100							
24	26	27	29	24	28	37	26	28	100						
25	15	18	23	25	11	23	28	21	16	100					
26	18	07	11	07	10	04	24	29	12	15	100				
27	08	12	13	14	14	08	09	22	25	13	21	100			
28	10	13	10	18	09	08	18	20	20	18	15	26	100		
29	11	20	18	14	14	16	21	21	25	16	11	11	18	100	
30	18	20	14	08	10	13	16	13	21	16	10	10	01	28	100

Dismals have been omitted

Standardized item alpha = .87

Table B4

## Item Analysis of Organizational Structure Questionnaire

## Correlation matrix

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16 total	17 total	18	19	Item total correlation
1	1.00																			16
2	.74	1.00																		.06
3	.12	.16	1.00																	.19
4	.26	.03	.24	1.00																.34
5	.12	.16	.08	.37	1.00															.30
6	.02	.14	.07	.11	.06	1.00														.30
7	.05	-.00	.20	.14	.00	.26	1.00													.31
8	.06	.02	-.02	.13	.16	.19	.33	1.00												.44
9	-.05	-.01	-.05	.00	.05	.22	.18	.43	1.00											.32
10	.09	.12	.03	-.03	-.00	.38	.27	.27	.31	1.00										.31
11	.23	-.01	.13	.20	.17	.05	.09	.21	.02	.18	1.00									.35
12	.05	-.09	.09	.21	.18	.09	.00	.15	.07	.01	.29	1.00								.34
13	-.03	-.06	.16	.16	.16	-.03	.12	-.09	.17	.10	.08	.31	1.00							.35
14	.09	-.02	.05	.10	.15	.07	.02	.22	.19	-.00	.18	.18	.32	1.00						.35
15	-.04	-.10	.01	.15	.16	.01	.01	.08	.11	.03	.25	.29	.15	.19	1.00					.23
16	.01	-.10	-.00	.07	.11	.12	.20	.09	.07	.11	.10	.17	.30	.15	.18	1.00				.28
17	-.02	-.05	-.08	.14	.06	.13	.11	.25	.24	.13	.16	.20	.18	.25	.09	.22	1.00			.32
18	.01	-.04	.01	.03	.08	.08	.05	.20	.16	.11	.18	.21	.21	.21	.22	-.03	.09	1.00		.24
19	.00	.04	.06	.19	.14	.22	.26	.29	.19	.21	.09	.10	.22	.22	.05	.32	.12	.03	1.00	.38

Dignals have been omitted

Standardized item alpha = .72

Table B5

## Item Analysis of Quality of Working Life Questionnaire

## Correlation matrix

Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
1	100																									
2		100																								
3			100																							
4				100																						
5					100																					
6						100																				
7							100																			
8								100																		
9									100																	
10										100																
11											100															
12												100														
13													100													
14														100												
15															100											
16																100										
17																	100									
18																		100								
19																			100							
20																				100						
21																					100					

(Table continues)

Table R5 (continued)

Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
22	21	19	09	-01	14	15	26	22	21	26	24	25	23	29	21	26	28	18	26	27	26	100				
23	25	13	17	-11	18	15	15	18	18	13	11	23	31	20	14	15	20	14	21	19	08	36	100			
24	15	10	19	05	16	11	24	30	07	14	23	13	16	17	16	19	22	09	16	24	19	19	25	100		
25	19	11	06	04	16	09	23	19	07	19	19	13	23	19	06	17	19	11	21	21	20	27	02	33	100	
26	14	04	05	-06	16	08	21	16	18	18	26	14	12	19	18	25	15	24	13	19	24	24	09	09	33	100
27	15	16	09	05	16	11	11	23	23	20	19	18	14	07	21	16	20	13	19	13	13	28	20	18	13	22
28	15	15	09	-04	24	18	19	27	22	17	17	24	18	18	28	24	24	00	30	22	10	30	32	19	16	02
29	19	09	17	-04	34	18	27	23	14	12	20	17	24	15	16	13	22	10	21	16	16	20	18	23	20	22
30	15	05	12	00	-00	07	19	14	12	12	19	20	15	05	14	19	19	14	21	09	14	18	14	13	14	22
31	17	11	15	00	13	13	07	10	13	16	16	20	19	11	04	15	14	14	18	09	09	16	18	24	13	16
32	27	24	14	10	25	14	20	24	23	15	19	21	30	19	08	22	30	08	24	33	07	34	25	19	18	18
33	18	00	13	18	04	06	29	27	10	10	16	22	24	15	12	23	17	15	24	16	15	20	16	13	18	11
34	04	09	15	03	04	08	00	20	15	03	09	11	06	23	13	12	22	22	19	08	16	23	12	04	13	18
35	19	12	15	-03	16	09	23	23	19	19	16	18	25	19	17	22	22	18	16	14	10	25	22	12	21	31
36	11	08	12	01	12	03	24	23	18	15	18	13	18	18	29	22	26	07	23	17	07	27	20	19	17	14
37	08	19	19	07	13	09	20	22	14	14	22	13	16	23	12	04	14	13	13	05	10	22	16	17	04	06
38	12	17	14	-00	06	00	16	17	14	12	14	10	20	18	08	08	19	18	25	15	16	21	12	13	22	18
39	12	09	13	-05	21	15	22	18	11	14	17	20	12	20	13	23	11	07	23	24	14	21	22	12	29	20

(Table continues)

Table B<sup>a</sup> (continued)

Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
40	11	08	-21	-08	-14	-08	-24	-21	-11	-05	-11	-21	-09	-13	-17	-17	-06	-05	-14	-13	-12	-07	-11	-21	-11	-01
41	14	12	07	-07	07	01	10	12	01	00	16	10	05	08	-01	06	09	04	08	05	14	05	09	12	09	-05
42	00	-00	-03	15	-07	-01	-14	-02	02	-05	09	-02	00	01	-00	-07	-03	-01	-09	-05	-03	-05	-05	-08	-11	-06
43	14	12	-13	-03	-03	-01	-09	-09	-03	00	-04	-02	-06	-08	-09	-15	-08	-18	-09	-03	-07	-04	-02	-06	-12	-06
44	6	07	23	00	19	06	10	18	19	13	10	12	14	21	18	19	11	17	27	25	03	10	13	16	22	25
45	06	19	13	08	19	04	17	24	19	13	14	09	15	18	17	19	17	06	15	24	09	14	08	11	09	21
46	08	16	22	10	21	18	22	23	17	09	22	22	17	11	16	20	32	12	12	13	17	17	16	22	23	09
47	9	14	18	-01	13	23	11	10	09	15	15	14	14	07	02	04	23	19	17	15	15	22	28	13	21	17
48	26	01	11	03	21	19	09	16	20	12	13	19	19	13	02	10	15	18	13	09	07	15	18	17	21	20
49	13	01	10	09	09	01	10	12	15	08	02	09	19	05	08	09	06	04	15	03	05	08	15	20	11	20
50	13	14	18	02	06	06	15	24	20	-00	07	19	15	23	11	10	28	20	18	25	21	15	16	17	13	10
51	08	11	16	-00	11	12	12	25	12	05	18	17	02	22	04	12	35	20	09	22	19	16	06	16	16	12
52	18	11	12	-01	09	16	18	14	16	19	14	10	17	11	10	22	29	30	20	16	23	22	22	13	19	16
53	06	12	20	-04	03	05	17	11	08	08	14	07	17	10	07	14	09	24	09	06	04	16	10	19	19	12
54	00	02	03	03	03	05	01	06	09	00	04	03	01	15	00	06	11	13	21	02	00	03	04	04	12	07
55	16	14	01	00	10	-00	11	22	18	01	12	11	16	15	02	08	15	14	21	26	25	07	12	09	12	17
56	10	22	15	-10	19	14	24	24	10	15	26	17	24	15	05	22	13	08	11	22	18	16	12	13	15	13
57	21	19	12	-05	14	18	18	25	24	22	17	15	11	15	19	21	19	10	21	17	11	12	15	26	15	08
58	24	15	15	01	12	11	21	22	24	12	14	14	09	20	13	21	25	17	30	29	16	17	15	17	19	11
59	16	07	08	13	08	13	22	24	17	08	23	17	17	10	12	22	15	06	21	15	13	18	16	11	15	22
60	07	06	04	-03	10	14	20	-00	18	25	08	12	17	14	08	22	22	09	21	11	03	14	17	06	13	17

(Table continues)



Table PR (continued)

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
61	02	05	09	-00	17	05	-01	01	16	10	01	05	14	15	08	14	08	23	19	16	-09	02	12	-00	09	13
62	11	15	12	03	11	11	17	26	21	02	17	15	15	23	21	18	19	18	19	20	20	21	15	10	12	24
63	18	14	14	07	11	12	23	23	16	05	12	18	09	16	14	19	20	17	17	16	18	17	12	16	15	21
64	15	09	25	07	19	16	17	19	19	06	18	19	13	10	17	24	23	06	14	14	14	18	19	19	22	16
65	04	11	15	02	13	02	05	09	15	01	11	06	15	08	00	05	08	12	21	08	06	16	19	08	08	05
66	08	18	12	08	12	10	21	04	10	03	11	06	05	05	05	08	08	15	17	04	09	18	13	18	10	17
67	07	16	08	03	04	08	22	18	05	00	12	23	10	11	11	21	09	06	06	06	17	19	15	04	04	19
68	08	18	09	04	04	08	27	26	13	18	18	15	21	13	07	16	22	14	11	06	01	20	19	15	14	19
69	10	09	14	03	08	06	11	04	05	07	04	09	05	07	01	15	13	27	14	15	05	25	20	14	16	18
70	13	12	15	-03	16	13	14	11	04	05	06	15	07	11	11	19	17	17	12	16	12	21	23	26	12	20
71	05	10	11	04	07	11	07	06	15	06	06	13	09	17	06	15	09	12	16	17	12	15	07	17	07	13
72	00	-01	-05	-05	-05	-05	13	02	06	05	05	-04	02	07	08	08	05	11	11	10	06	13	05	16	16	15
73	-04	-14	-10	13	-08	-08	-10	-07	-00	-03	-12	-21	-14	-00	-10	-02	-07	-15	-02	04	-03	-01	-05	-12	-09	-03
74	-00	-02	-04	07	-05	-03	-06	-04	-00	-06	03	-04	01	04	00	-04	10	-08	00	11	04	04	02	-09	-01	-08
75	13	13	26	-05	09	18	21	15	18	19	23	22	19	15	15	20	12	17	22	16	16	22	14	20	08	13
76	14	12	15	-00	07	13	19	16	18	16	17	24	24	12	15	16	19	15	22	19	16	12	10	22	14	09
77	12	07	05	00	14	13	18	08	12	10	14	31	15	09	16	24	20	11	21	14	12	23	11	13	12	15
78	13	12	03	-07	14	11	06	02	06	-06	07	09	07	08	06	07	06	04	11	09	09	04	00	-06	12	19
Item total correlation	34	31	32	05	34	31	44	49	43	32	43	42	43	41	33	42	45	33	44	43	34	49	40	38	38	40

(Table continues)

Table R5 (continued)

Item	77	28	29	10	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
27	100																									
28	39	100																								
29	04	22	100																							
30	14	00	20	100																						
31	22	10	04	25	100																					
32	18	27	25	09	18	100																				
33	09	14	18	27	05	33	100																			
34	17	10	15	21	20	13	26	100																		
35	20	18	20	18	16	19	07	25	100																	
36	13	31	19	05	13	24	11	05	30	100																
37	15	10	13	13	26	16	25	14	-00	31	100															
38	17	11	14	26	26	13	29	25	15	08	25	100														
39	10	11	15	17	24	22	19	23	20	14	12	23	100													
40	-09	-16	-17	-14	-16	-19	-13	-09	-10	-19	-11	-03	-27	100												
41	02	07	10	14	19	09	12	05	-08	21	18	17	12	-27	100											
42	-03	-04	-05	-09	-11	-11	-07	-03	-18	-11	-14	-13	-20	19	-23	100										
43	07	07	-03	-12	-11	-14	-16	-08	-13	-07	-01	-12	-16	24	08	30	100									
44	16	14	17	09	15	20	10	17	18	17	06	05	16	-10	-03	02	-17	100								
45	20	16	15	-04	03	19	09	05	16	30	16	17	14	-14	11	-17	09	28	100							
46	21	22	22	22	14	15	15	08	13	18	15	28	15	-15	15	-16	-07	05	32	100						
47	18	14	25	14	18	21	15	22	24	16	11	18	27	-04	14	-15	-10	09	06	31	100					

(Table continues)

Table B5 (continued)

Item	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
48	-02	09	22	05	16	22	22	08	23	25	17	12	20	-17	13	-15	-14	20	12	10	27	100				
49	14	08	23	09	15	25	12	09	19	20	12	16	15	-17	15	-09	-00	15	18	03	05	34	100			
50	20	17	11	13	17	21	19	22	19	12	16	24	19	-17	13	-17	-19	06	22	30	28	10	26	100		
51	14	12	10	15	09	16	07	17	09	18	17	18	15	-10	09	-17	-13	07	21	39	20	12	-10	36	100	
52	20	17	17	11	11	12	15	15	21	17	17	22	25	-12	02	-13	-14	13	14	28	27	20	08	14	33	100
53	14	08	19	08	13	05	13	18	20	11	19	16	20	-11	18	-18	-08	09	17	17	13	16	28	22	01	28
54	17	12	09	06	06	04	-02	12	18	15	07	09	11	-15	10	-15	-06	05	22	25	18	20	16	30	14	14
55	22	15	05	11	22	18	22	13	16	21	13	20	16	19	12	-12	13	09	20	13	16	11	13	21	30	28
56	21	13	12	18	22	11	09	10	16	12	20	25	21	-18	13	-22	-10	06	18	23	15	03	10	26	28	29
57	17	22	22	16	13	13	18	26	22	16	12	22	26	-27	17	-27	-10	07	11	13	17	12	14	23	13	26
58	23	27	25	18	15	28	29	17	12	17	18	28	21	-17	13	-14	-10	11	15	21	25	09	14	31	18	27
59	24	23	18	19	14	17	28	16	17	13	11	21	20	-15	15	-05	-06	11	14	19	21	14	19	18	11	20
60	02	11	15	17	04	10	05	02	14	19	20	06	25	-14	09	-12	-06	10	13	09	09	19	17	10	14	20
61	07	11	15	21	06	12	05	21	21	14	11	08	11	-19	09	-12	-12	29	21	03	08	16	10	09	08	15
62	23	18	06	22	18	16	19	18	20	15	13	17	22	-21	10	-04	-00	20	11	13	19	23	22	24	16	11
63	13	09	11	24	11	17	29	16	11	12	07	14	25	-29	09	-03	-13	22	11	19	20	18	17	22	16	17

(Table continues)

Table B5 (continued)

Items	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
64	15	17	20	22	18	17	21	18	08	07	14	15	21	-19	15	-04	-13	19	11	29	15	10	14	18	12	15
65	15	09	11	08	15	19	10	17	12	15	21	19	22	-19	18	-21	-16	12	14	11	10	18	24	18	22	19
66	07	09	12	17	09	12	16	11	08	11	09	14	15	-18	-07	-13	-16	14	10	18	15	12	17	26	23	21
67	03	08	17	12	16	03	08	14	13	06	12	13	24	-11	00	-16	-06	05	13	23	14	08	13	27	20	29
68	20	13	18	21	05	11	09	16	26	18	15	20	19	-11	10	-14	-01	10	21	27	15	11	08	18	21	27
69	16	12	08	19	05	09	15	19	19	10	06	20	11	-04	-03	-15	-12	09	15	20	22	16	13	21	13	20
70	05	15	19	14	13	16	09	16	21	17	11	13	24	-14	18	-11	02	15	17	25	23	18	15	27	24	21
71	12	02	-04	03	12	20	08	21	06	08	06	05	16	-19	11	-01	-04	15	14	11	07	06	24	19	12	13
72	12	05	02	09	13	06	13	08	06	12	07	14	-00	-12	02	-05	-16	08	03	08	03	08	03	07	16	16
73	-07	-02	-09	-12	-09	-13	-15	-05	-12	-06	00	-15	-14	13	-16	27	13	00	-09	-10	-06	10	-08	-10	-07	-08
74	04	14	-07	-07	-08	-05	-03	-08	-09	-02	-03	-05	-01	04	-12	21	12	-03	-11	-08	-07	06	-09	-01	-07	-05
75	14	18	18	16	15	20	12	15	13	17	14	09	18	-14	05	-06	-06	17	13	18	08	14	13	20	09	23
76	18	17	16	09	21	24	16	09	11	20	22	16	15	-27	08	-22	-16	21	16	16	09	19	17	15	21	25
77	12	15	21	10	19	26	16	07	03	04	04	11	21	-15	03	-09	-04	08	08	07	00	06	14	06	07	19
78	-00	02	19	09	14	17	03	07	13	08	08	05	10	-10	16	-03	02	14	13	13	12	08	10	00	04	04
Item total correlation	39	40	40	34	34	43	38	34	40	39	35	39	42	-34	21	-19	-16	34	36	44	39	35	31	43	36	44

(Table continues)

Table B<sup>5</sup> (continued)

Items	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78
53	100																									
54	26	100																								
55	05	22	100																							
56	26	09	25	100																						
57	19	19	08	31	100																					
58	09	17	29	09	32	100																				
59	10	18	30	25	-00	35	100																			
60	18	13	06	25	16	02	18	100																		
61	12	16	26	18	09	21	30	08	100																	
62	12	16	26	18	09	21	30	08	22	100																
63	07	15	28	07	13	29	33	07	08	33	100															
64	08	13	21	20	23	30	26	16	12	09	34	100														
65	16	14	21	31	14	08	18	23	25	12	-02	33	100													
66	26	17	20	16	09	13	28	23	16	22	32	09	32	100												
67	21	21	16	28	12	25	30	16	06	19	33	22	-00	35	100											
68	28	20	04	27	15	12	18	15	16	14	17	18	14	09	28	100										
69	22	17	09	18	17	15	15	23	17	14	15	16	20	22	07	22	100									
70	19	04	08	19	17	14	15	24	23	21	21	14	13	30	21	06	35	100								

(Table continues)

Table 10 (continued)

Item	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78
71	03	06	15	11	11	09	12	20	24	19	24	20	13	18	12	06	07	27	100							
72	08	16	18	10	17	14	15	09	07	17	12	12	11	08	09	09	14	04	24	100						
73	-18	-05	02	11	15	07	06	00	01	00	-05	-04	-18	-10	00	-13	-04	-12	-05	00	100					
74	-15	-14	-05	-05	-07	-06	-05	03	-09	-01	-06	-10	-04	05	-07	-13	-12	-13	-06	-04	33	100				
75	13	11	12	17	25	19	13	17	15	15	14	18	14	16	17	17	21	33	20	20	-10	-12	100			
76	07	14	30	21	21	26	18	15	16	22	20	20	23	17	17	14	09	23	29	29	-10	-07	38	100		
77	07	03	13	06	14	12	10	14	08	08	11	15	12	14	13	05	06	17	18	15	-12	-12	22	33	100	
78	-01	13	16	03	16	10	05	08	17	18	08	13	15	03	-03	10	06	15	22	06	-05	-15	17	18	21	100
Item	30	24	37	41	39	45	43	33	28	43	40	42	32	35	34	37	33	40	30	20	-16	-08	40	41	30	21
total correlation																										

Dignals have been omitted

Standardized item alpha = .91

**Table B6**

## Item Analysis Organizational Effectiveness questionnaire

## Correlation matrix

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Items	1	2	3	4	Item total correlation
<hr/>					
1	100				49
2	44	100			53
3	42	45	100		53
4	25	27	30	100	35

---

Dismals have been omitted

Standardized item alpha = 63

Table B7

Item Analysis of Personal Effectiveness Questionnaire


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Items	Correlation Matrix				Item total Correlation
	1	2	3	4	

---

1	100				41
2	34	100			44
3	37	34	100		48
4	20	27	32	100	35

---

Dismals have been omitted

Standardized item alpha = .68



Table B9

Correlation matrix

Correlation matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Item total correlation
1	100																					29
2	18	100																				29
3	06	16	100																			35
4	24	07	14	100																		37
5	22	17	00	26	100																	40
6	13	27	20	02	31	100																35
7	17	30	15	15	06	21	100															30
8	10	03	14	19	17	10	16	100														33
9	13	04	21	11	23	14	-07	18	100													37
10	07	11	12	13	14	14	22	04	21	100												34
11	20	05	15	16	25	21	13	20	20	33	100											39
12	15	20	17	20	25	16	06	25	40	10	28	100										46
13	19	08	16	21	21	14	11	29	28	25	11	25	100									39
14	09	20	17	13	20	19	28	24	12	22	27	16	18	100								39
15	04	07	31	08	16	17	17	18	21	13	23	20	07	32	100							37
16	12	16	21	20	13	11	16	18	16	09	16	28	31	07	37	100						41
17	12	14	05	20	18	15	14	14	12	17	08	18	21	16	09	26	100					36
18	09	06	15	25	14	11	03	09	19	13	11	13	09	18	16	08	21	100				29
19	11	10	24	28	19	03	07	06	16	13	09	25	09	13	09	22	07	23	100			31
20	11	07	15	25	14	16	09	11	15	13	11	23	17	05	11	21	25	10	21	100		33
21	18	16	17	09	13	19	14	07	17	16	15	22	09	16	14	20	29	12	11	21	100	35

Dismals have been omitted  
standardized item alpha = .79

## Appendix C

### Intercorrelation Among Variables

**Table C1**

Means, Standard Deviation, and Intercorrelations Among Independent and Dependent Variables for Private Sector Organizations

Independent variables	M	SD	Dependent variables			
			Organizational effectiveness	Personal effectiveness	Organizational commitment	Job satisfaction
Leadership style	48 48	8 38	13	15	41	64
Organizational climate	85 06	14 36	36	33	13	55
Quality of working life	172 00	27 17	- 00	15	18	23
Organizational structure	39 89	6 42	31	24	14	45
Entrepreneurial orientation	47 47	8 59	32	33	18	51
<u>M</u>			12 43	12 94	11 80	54 19
<u>SD</u>			2 59	2.84	2 64	8 82

**Table C2**

Means, Standard Deviation, and Intercorrelations Among Independent and Dependent Variable for Public Sector Organizations

Independent variables	M	SD	Dependent variables			
			Organizational effectiveness	Personal effectiveness	Organizational commitment	Job satisfaction
Leadership style	48.07	7.93	.20	.25	.08	.25
Organizational climate	78.23	12.76	.37	.20	.20	.30
Quality of working life	177.98	23.89	-.05	.08	.23	.33
Organizational structure	32.34	5.35	.34	.08	.07	.23
Entrepreneurial orientation	45.75	7.64	.12	.35	.22	.41
	M		11.64	13.07	11.85	51.53
	SD		2.63	2.37	2.65	7.59